

Editorial

Dear Reader,

Looking at the topics of this issue, it becomes quite clear that studies about management in Central and Eastern Europe have moved from dealing with management activities in critical situations of enterprise transformation, radical reorganization, or cultural change towards a focus on management as an all-day practice. The following word cloud, produced from the article abstracts, may illustrate this changing interest:



The words describe a recent focus by the management researchers on various organizational practices and logics: family-friendly, cooperative, upgrading, improvement, and innovation- or governance oriented. Moreover, an international or at least European perspective is applied. There is growing interest in the internationalization of CEE companies. The scientific interest lies in important subjective aspects like the perceptions and aspirations of organizational actors.

The first article from *Mariola Ciszewska-Mlinaric, Krzysztof Obloj* and *Aleksandra Wasowska* focuses on changes over time of different decision-making logics in a new international venture in the audiobook industry in Poland. The authors make clear that organizations are able to work simultaneously with different logics of decision-making at the early stage of company growth and internationalisation, shifting between the two revealed logics, effectuation and causation, depending on the characteristics of the problem space.

The growth of firms and international orientations are also at the centre of the second article. *Dijana Močnik* and *Karin Širec* analyze the growth aspirations of

early-stage entrepreneurs in a comparison of South-Eastern and Western European countries. They show that although a high level of competition inhibits growth aspirations in both regions, the international orientation of entrepreneurs may stimulate such aspirations in both regions. Moreover, innovation in products or services stimulates firm growth aspirations only in West European countries.

Marta Gancarczyk and *Jacek Gancarczyk*, the authors of the third article, propose mechanisms of small and medium sized suppliers upgrading during the cooperation life cycle. They use a prospective case study to show that upgrading is primarily determined by the network governance mode in the first phase of cooperation. They also identified the absorptive capacity of the firms as being important for the introduction of customer-driven innovations. In later stages of cooperation, upgrading is mainly determined by absorptive capacity and the dynamic capabilities of the supplier, while modes of governance and the institutional framework may support these factors.

Last but not least, *Anja Svetina Nabergoj* and *Marko Pahor* looked at the organizational effects of active family-friendly enterprise policies and practices following a decrease in the state support for such activities. In their quantitative investigation of the impact of eight groups of family-friendly practices on the perceived improvement in organisational outcomes in Slovenian firms, the authors found positive effects of most practices over a five-year period. In particular, practices that influence workplace arrangements, information and communication, and services for families were perceived as having the greatest positive effect for companies.

All in all, the findings show that management in CEE organization may no longer differ from Western management with respect to the introduction and use of “modern” management practices, but, at least partly, in the all-day use of such practices and their effects. These may also be a result of specific institutional settings in CEE countries. But further investigations are needed here. The articles in this issue of JEEMS deliver some ideas for such undertakings.

Rainhart Lang