

**Conference Report**  
**13th IHRM Conference 2014**  
***Uncertainty in a Flattening World: Challenges for IHRM***  
**June 24–27, 2014**  
**Cracow, Poland**

This year's International Human Resource Management Conference took place June 24–27, 2014, in Kraków (also Cracow), Poland. It is the second IHRM Conference convening in a country in the Central and Eastern European (CEE) region, the first CEE location being Tallinn, Estonia, in 2007. The conference was organised by the Cracow University of Economics, one of Poland's leading universities in the field, with Prof. Aleksy Pocztowski and Beata Buchelt acting as the conference chair and the organising committee chair, respectively.

During the conference, papers were presented in the following areas: strategic issues relating to IHRM, international assignment and expatriate management, diversity management, human resource development, career management, talent management, performance management, employee engagement, leadership, HRM in different work environments, as well as ethics, sustainability, innovations and HRM. A remarkable feature of the conference was a large number of CEE scholars as co-authors of the presented papers: more than one-third of these were affiliated with a CEE educational institution, the majority of whom represented a Polish university.

Interesting in this respect is the topical distribution of research studies either based on CEE samples or primarily dedicated to HRM issues in Central and Eastern Europe. The majority of papers investigating diversity management issues and human resource development (over 75% and 50% of all studies in the respective areas of research) dealt with the CEE region. A large number of papers with a CEE focus were also submitted to tracks covering the areas of talent management, employee engagement, HRM in different work environments and ethics, sustainability, innovations and HRM (at least six papers submitted to each track). Conversely, the strategic IHRM issues and inter-national assignments and expatriate management topics, as applied to the CEE region, enjoyed only very limited interest from the participating scholars.

Not only the presentations but also the keynote speeches of prominent scholars in the field of international HRM, such as Prof. Peter Dowling, Prof. Michael Morley, Prof. Paul Sparrow, Prof. Helen de Cieri and Prof. Paul Davidson, as well as Prof. Agata Stachowicz-Stanus, who represented Polish academia, provided the highlights of the conference. Taken together, the presentations underscored the growing impact of the 'rising powers', i.e. emerging countries,

especially China, which is responsible for the necessary shift of research focus from developed industrialised countries to developing and transitional economies and the need for more indigenous research. Pre-conference workshops dedicated to teaching IHRM (Prof. Charles M. Vance and Prof. Dennis Briscoe) and to writing for international journals (Prof. Dave Lepak) offered additional insights and stimulated interesting discussions on the subjects concerned.

Overall, this very well-organised, interesting and informative conference provided an excellent venue for presenting the latest research in the field of IHRM and the exchange of ideas with international scholars, especially those interested in issues related to managing human resources in Central and Eastern Europe.



**Call for Papers**  
**Journal of East-West Business**  
***Recent, Current and Anticipated Changes in Business and Management in Russia***  
**Submission deadline: July 30, 2014**

This special issue of Journal for East-West Business is devoted to the analysis and forecast of the business and management development in Russia. The papers in the issue will look at the least-researched areas of business and management and aim to discover factors that will affect East-West business in the near future.

- We are especially looking for articles that can provide more insight on the following topics:
- Which changes in business philosophy and business policy of Russian companies are expected in the near future?
- Which changes in internal management are expected in the near future?
- How the local labor markets will react to the current economic conditions?
- How foreign companies operating in Russia will shape their strategies in the near future?
- What are the recent trends and forecasts for investments of Russian companies abroad?

We welcome studies based on qualitative and quantitative methods of analysis, including case studies. In case studies, the names of the companies should not be disguised.

### Guidance notes

1. Articles should be based on original research and/or innovative analysis.
2. The main findings should not have been published or submitted elsewhere.
3. The editors expect articles to be theoretically informed and to express novel interpretations of the current and anticipated trends in Russian business management.
4. Authors wishing to use social science or managerial instruments of analysis should adapt them so that they allow for dynamic analysis. Articles should explain or predict change across time and not simply examine static conditions.

### Submitting your manuscript

Submitted manuscripts should not have been previously published nor be currently under consideration for publication elsewhere. All manuscripts are refereed through a blind peer review process.

Please submit your manuscript by 30 July 2014 (or earlier) sending it directly to the Guest editor: [gurkov@hse.ru](mailto:gurkov@hse.ru)

Find more information about the Journal of East-West Business here: <http://www.tandfonline.com/loi/wjeb>

Journal of East-West Business is listed in the Social Science Citation Index. Its 2012 Impact Factor was 0.22, SCImago rank is Q3.

Editor in Chief: Desislava Dikova, Department of Global Business and Trade, Vienna University of Economics and Business.



**Call for Papers**  
**Journal of World Business**  
***Learning and Knowledge Management In and Out of***  
***Emerging Markets***

**Submission deadline: September 1, 2014**

*Guest Editors:* Preet S. Aulakh, Sumit K. Kundu, and Somnath Lahiri

*Supervising Editor:* Mike Peng

Significant attention has been devoted in recent years to understand how MNCs from developed nations enter and compete in various emerging markets. A growing body of research has also focused on how MNCs from emerging markets internationalize to compete in the global arena. There is unanimity amongst scholars that competing within emerging markets and internationalizing out of these markets require strategic choices that are markedly different from those

prescribed in traditional models of MNC behavior (Aulakh/Kotabe 2008; Contractor et al. 2007; Hoskisson et al. 2013; Luo/Tung 2009; Meyer et al. 2009). But how MNCs learn and manage knowledge as they compete in and out of emerging markets has gained little scrutiny in the contemporary international business research (Lahiri 2011; Peng et al. 2010). The aim of this JWB special issue is to foster scholarship that develops new theory and promotes novel empirical and practitioner insights on MNC learning and knowledge management (LKM) strategies in the context of emerging markets.

The importance, processes, and outcomes of LKM have been well documented in the literature. Organizational learning theory considers firms as cognitive enterprises. Although some overlaps exist between learning and knowledge management, the former can be considered a precursor of the latter. Through learning, organizations are able to create, acquire, and transfer knowledge and accordingly modify their behavior to reflect new knowledge and insights. Knowledge acquired as a result of learning allows firms to either reinforce or change organizational routines. Scholars have forwarded the notion of learning organizations, wherein individual-level learning is transferred to the organization level resulting in shared mental models. These mental models allow organizations to update their beliefs about various cause-effect relationships relating to themselves, their markets, and competitors, and devise strategies to adjust and respond to internal and external environments. Learning and consequent knowledge development is facilitated by firms' experience, both positive and negative (Chang et al. 2012). Scholars agree that properly implemented LKM processes can be a source of competitive advantage. However, they also caution that firms can make erroneous strategic decisions if learning is based on biased representation of past reality.

To compete in foreign markets MNCs need to learn and gather knowledge about the local business environment including roles played by various stakeholders, business partners and competitors. Dealing with various components of learning (information acquisition, information dissemination, shared interpretation, and development of organizational memory) and knowledge management can be tricky as host nations may present institutional environments that may be ambiguous and uncertain to foreign MNCs. Therefore, MNCs may need to frame different LKM strategies that fit local contexts and allow them to compete over local rivals by grafting new knowledge or engaging in learning and knowledge gathering from others. Given that business environments in emerging markets are markedly different from those in developed nations, question arises as to how MNCs engage in LKM as they compete in and out of emerging markets and whether LKM processes differ owing to differences in MNCs' home market attributes.

This special issue solicits scholarly contributions that advance our understanding of LKM strategies that (a) MNCs from developed nations deploy to enter and

compete within emerging markets, and (b) MNCs from emerging markets utilize in their own internationalization processes. The following is an illustrative list of questions:

- How do developed nation MNCs (DMNCs) learn and build knowledge from their prior entries into emerging markets? What strategies and structures do they employ to use existing knowledge to compete in emerging markets?
- How do emerging market MNCs (EMNCs) learn and build knowledge from their prior internationalization moves out of their home markets? What strategies and structures do they employ to use existing knowledge to compete in developed markets or other emerging markets (Peng 2012)?
- How and why LKM strategies of DMNCs and EMNCs differ? In addition, how do these strategies differ across manufacturing and service sectors (Kundu/Mer-chant 2008)?
- Does affiliation with specific networks or business groups influence the KLM strategies of firms?
- What role does distance (institutional, organizational, geographical) (Berry et al. 2010) play in the LKM strategies of DMNCs and EMNCs?
- How do DMNCs and EMNCs organize resources and capabilities (Lahiri et al. 2012) to efficiently formulate and implement LKM strategies?
- How do DMNCs and EMNCs institute policies, structures, and processes to facilitate LKM (Sun et al. 2012)?
- How do LKM strategies affect global competitiveness and performance of DMNCs and EMNCs?

### **Submission process**

Authors should email their manuscripts in Word (no PDF please) to all three Guest Editors (and copy Supervising Editor) with the subject labeled “Submission to JWB SI: Learning and knowledge management” by September 1, 2014. Manuscripts should be prepared in accordance with the Guide for Authors available at <http://www.elsevier.com/journals/journal-of-world-business/1090-9516/guide-for-authors>. The anticipated publication date is 2016. All submitted manuscripts will be subjected to JWB’s blind review process.

Submitted manuscripts may be conceptual or empirical (quantitative or qualitative). Questions about the special issue may be directed at any of the following guest editors:

- Preet S. Aulakh, Guest Editor, York University, Canada (email: paulakh@schulich.yorku.ca)
- Sumit K. Kundu, Guest Editor, Florida International University, USA (email: kundus@fiu.edu)
- Somnath Lahiri, Guest Editor, Illinois State University, USA (email: slahiri@ilstu.edu)

## References

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## Call for Papers

### Organizacija

#### *Employee Share Option Programs and Employee-Owned Companies in Central and Eastern Europe*

**Submission (of abstracts) deadline: December 15, 2014**

The academic literature on employee share option programs (ESOP) and employee-owned companies (EOC) in Central and Eastern Europe (CEE) is characterized by at least two omissions. First, there is a remarkable silence about the relationship between EOC and ESOPs in CEE countries—with some exceptions that prove the rule (Mygind 2012)—though ESOP has been widely used as an instrument of mass privatization in several CEE countries and has led to majority employee share ownership (ESO) in a large number of firms (Aghion & Blanchard 1998). This neglect reminds us of the fact that despite close topical, theoretical, and empirical associations, the phenomena of EOC and ESOP have scarcely been discussed together in the academic discourse at all (Dow 2003). Ironically, while the EOC literature stresses some rather negative aspects of the specific employee ownership form, such as the degenerative tendencies and a principally limited viability of EOCs, the ESOP literature mainly propagates the positive aspects of ESO, such as the positive effects on identification with the firm or productivity gains.

Second, the academic discussion on the role of ESOPs and EOCs in the transformation process in CEE countries is rather disconnected from the long standing discourse about the potentially emancipatory role of ESOPs and EOCs in the Western world (Backhaus 1979). Moreover, there are hardly any references to the previously prominent debate about ‘labor-managed-firms’ in either ‘labor-managed’ or ‘mixed’ economies, which had had a very strong theoretical basis in terms of the “Illyrian Firm” (Ward 1958; Vanek 1970; Meade 1972) or the “pure rental firm” (Jensen & Meckling 1979) despite reflecting “some degree of ideological commitment” (Hansmann 1996:7) during the Cold War. Moreover, the implications of the rather sharp and fast decline of ESO and EOCs in the CEE countries following privatization have not yet been systematically reflected in the Western literature (Kalmi 2003).

Thus, our current understanding of ESOPs and EOCs in CEE is not only limited by the lack of coherent empirical data, but also by the lack of a connection to the strong theoretical tradition, and by the lack of studies that compare the experiences made in CEE with the experiences made in Western countries. However, if one is interested in developing and experimenting with some alternative forms of organizing, with different forms of material and immaterial employee participation, and with democratic governance structures, the experiences with ESOPs

and EOCs in the CEE countries can be analyzed more rigorously, thereby connecting them more strongly with the Western discourse and tradition.

Against this background, Organizacija aims to publish a Special Issue on ESOP and EOC in CEE. The aims of this Special Issue are (a) to advance our knowledge on the structures and processes at the individual, organizational, and societal levels that are germane to participatory types of organization; (b) to draw lessons from the CEE experiences for the western regions; and (c) to learn about the behavior of participatory types of organization and of individuals in such organizations in different institutional settings. For this purpose, we are looking for theoretical and empirical contributions from economics, history, industrial relations, management studies, political science, and sociology, amongst others.

We welcome both theory-based empirical studies grounded in any methodological tradition (qualitative as well as quantitative), and conceptual contributions that focus on micro, meso or macro levels of analysis. Moreover, we encourage both studies that extend current theories and those questioning or even disconfirming taken-for-granted beliefs about participatory types of organization on theoretical or empirical grounds. Papers may include, but are not limited to, the following topics:

- The influence of public discourse about EOCs and matters pertaining to the political legitimacy of privatization on the emergence and development of EOCs
- Traces of the Illyrian Firm or pure rental firm in a setting of free markets, private ownership, and political democracy
- Specific country studies and comparative studies on institutional conditions for EOCs in CEE countries and their outcomes with respect to the viability of EOC
- The influence of specific contexts of corporate governance in CEE countries on the ownership and control of EOCs
- The influence of industrial relations in the CEE context on the viability of EOCs in CEE and the influence of EOCs on industrial relations practices
- Efficiency and effectiveness of EOCs in CEE
- The influence of different (countries') experiences with worker's self-management on the viability of EOCs after privatization
- Comparative case-studies about the emergence of EOC during privatization and their development depending on institutional context, participatory culture, experiences with worker's self-management and individual ownership rights
- Transfer of EOC & ESOP models from West to East and vice versa; adaptation of models and learning barriers between East and West
- Comparative studies about EOC as a privatization instrument in East and West

- History, development, distribution, and outcomes of ESOP in CEE
- The impact of ESOP on the viability of EOCs in CEE

## Procedures

The following deadlines have to be observed:

- 15th December 2014: Submission of abstracts (maximum 1000 words) to the guest editors (thomas.steiger@ur.de or olaf.kranz@wiwi.uni-regensburg.de)
- 31st January 2015: Invitations to submit full papers sent out
- 31st May 2015: Submission of full papers (according to the journal's guidelines <http://www.degruyter.com/view/j/orga>, maximum 8000 words)
- 30th September 2015: Feedback to authors
- 31st December 2015: Submission of full papers with revisions
- 2016: Journal volume to be published

Any further questions may be addressed to the guest editors:

*Thomas Steger / Olaf Kranz*

Department of Leadership and Organization  
University of Regensburg

## References

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## Call for Papers

### International Journal of Business and Emerging Markets

#### *Internationalisation and Competitiveness of Emerging Economy Firms*

**Submission deadline: February 28, 2015**

*Guest Editor:*

Prof. Murali D.R. Chari, Lally School of Management, Rensselaer Polytechnic Institute, USA

Enhancing competitiveness of emerging economy firms has been held up by scholars as an important motivation for the international expansion of emerging economy firms. Competency seeking, for example, has been attributed as a more pronounced motive for the international expansion of emerging economy firms, whereas competency exploiting is typically considered the dominant motive for the international expansion of advanced economy firms.

There is, however, a dearth of studies that have documented empirical evidence on the relationship between international expansion and the subsequent strengthening of emerging economy firm competitiveness. This special issue seeks to promote and publish research that addresses this void.

Theoretically grounded empirical studies are preferred. Carefully developed theoretical papers are also welcome. Studies can be focused on firms from one or more emerging economies. To maintain consistency and shared understanding, countries classified by the International Monetary Fund as emerging market and developing economies would be considered as emerging economies for the purpose of this special issue.

#### **Subject Coverage**

Suitable topics include, but are not limited to, the following:

- How does foreign expansion enhance the competitiveness of emerging economy firms in their home country markets and in international markets?
- Does the relationship between foreign expansion and the subsequent enhancement of emerging economy firm competitiveness vary by international entry/expansion mode such as exports, joint ventures and wholly owned operations?
- Can we empirically document the relationship between different modes of international expansion and various measures of emerging economy firm competitiveness (e.g. market share, productivity relative to competitors,

and profitability relative to competitors) after allowing for time lags necessary for the development of competencies?

- Does foreign expansion into advanced economies and other emerging economies contribute differently to the competitiveness of emerging economy firms?

### Notes for Prospective Authors

Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere (N.B. Conference papers may only be submitted if the paper was not originally copyrighted and if it has been completely re-written).

All papers are refereed through a double blind process.

All papers must be submitted online. Please read our Submitting articles page.

### Important Dates

Manuscript submission: 28 February, 2015

Reviewer reports: 1 June, 2015

Revised paper submission: 1 September, 2015

Final paper submission: 1 October, 2015



## Position Announcement

**University of Fribourg, Switzerland,  
Faculty of Economics and Social Sciences**

***Post-Doc/Senior Researcher in International Business  
(Management in Emerging Markets)***

**Application deadline: August 28, 2014**

The University of Fribourg is proud to celebrate its 125th anniversary this year. Since its foundation, the university has developed an international focus and a very multi-cultural study atmosphere. The Faculty of Economics and Social Sciences offers its courses in French and German on the bachelor level and mainly in English on the master level. In the Department of Management, strengthening of research on emerging markets is intended. A senior researcher is sought. The establishment of a research group, of which the senior researcher will be the group leader, is planned. The senior research position has been made possible by a donation by Sika AG, a Swiss specialty chemical company with a strong position in emerging countries.

It is the objective to strengthen research and teaching on International Business with a focus on management in emerging markets. With scientifically rigorous management research, the researcher shall develop practically relevant insights. The successful candidate is expected to publish in leading IB or strategy journals but also in journals of research and practice. The specific research area is open and could be, for example, strategies for emerging markets, organisation, cultural differences, institutional context, or IHRM. Furthermore, the researcher shall contribute to the faculty's master programme on International Business. The appointee is expected to teach one course per semester on the master level. Supervising doctoral students and master theses is part of the task. Teaching is in English.

Candidates are expected to have a doctorate in International Business or a related discipline, and ambitions for high achievement in an academic career. A successful candidate should be able to demonstrate the capacity to research and have a proven track record of publications in IB. Teaching experience is required. Applicants should have an excellent command of English; knowledge of French or German is an advantage.

We offer a globally competitive salary and a low teaching load. The position is available for five to six years and it is possible to achieve the necessary qualification during this period to obtain a full professorship position elsewhere.

For more details, please contact [dirk.morschett@unifr.ch](mailto:dirk.morschett@unifr.ch). The position is to be filled by January 2015 (or as agreed).

To apply, please send the following documents in electronic form: Cover letter, CV, research interests, list of publications, teaching evaluations and other relevant information, plus two research papers. All documents should be in PDF. Please address the application documents to Prof. Dirk Morschett, Chair for International Management ([intman@unifr.ch](mailto:intman@unifr.ch)).

Applications should be sent before August 28, 2014.

## Scholarship Announcement

### The Bavarian Academic Centre for Central, Eastern and Southeastern Europe (BAYHOST)

#### *One year scholarship program*

**Application deadline: December 1, 2014**

The Free State of Bavaria invites applications for its one-year scholarship program for students from Central, Eastern and Southeastern Europe for the academic year 2015/16 via BAYHOST. Graduates from Bulgaria, Croatia, the Czech Republic, Hungary, Poland, Romania, Russia, Serbia, Slovakia and Ukraine are eligible to apply.

The scholarships are meant to finance doctoral or postgraduate studies at Bavarian universities. One year scholarships can be extended twice for up to 3 years.

Please find enclosed our Flyer and further information can be found on the BAYHOST website [www.bayhost.de](http://www.bayhost.de) respectively here:

<http://www.uni-r.de/bayhost/english/scholarships/study-in-bavaria/index.html>

The application deadline for first time applications is the 1st December 2014 (date of receipt!).

Should you have further questions or comments, you are welcome to contact us any time via [doeppe@bayhost.de](mailto:doeppe@bayhost.de).