

Editorial

Globalisation and diffusion are two themes which emerge from the many interconnected issues related to "Management across Borders". Both of them are complex phenomena which can be analysed through different disciplines, at different levels and through different aspects.

The aim of the present JEEMS issue should be seen as a contribution for a better understanding of this complexity, by bringing into the globalisation debate within the field of management study some rather unusual perspectives.

After an introduction by the two guest editors which develops their arguments for more integrative work, *Gertraude Mikl-Horke* discusses from a sociological perspective the complexity of globalisation by focussing on the transformation processes it involves. Within this framework, the 'import' of western management innovations to Central and Eastern European countries is hardly a simple transfer but a complex process involving different cultures in a positive and constructive way as well as different actors located at different positions within a power structure.

From a management perspective, two different aspects of the dynamics at the organisational level are discussed. *Wolfgang Mayrhofer, Michael Müller-Camen, Johannes Ledolter, Guido Strunk* and *Christiane Erten* pick up the issue of converging or diverging developments of the use of human resource management tools. They empirically analyse the developments in European organisations during the decade from 1990 to 2000.

One's culture of origin, its socialising effects and its implications for international teamwork are the focus of the paper of *Amanda Dunkel* and *Sylvia Meierewert*. They point towards the difficulties linked with management tools developed in a specific cultural context when they are used beyond that. Empirically, they analyse culture standards reinforcing conflicts in situations of co-operation using a well-known team development model and the culture standard concept as their frame of reference.

Culture may also be seen as a core element of two linguistic contributions. *Renate Rathmayr* as well as *Johanna Petters* and *Barbara Müller* analyse concepts as a unit of the mental representation of our real-world knowledge which can only be identified indirectly, e.g., by the word that is tied to it. They focus on key concepts of the market economy and therefore for the application of Western management tools: 'profit' and 'money'. By analysing these concepts in different East and Central European languages, the authors show how new concepts are not simply transferred from one culture to another, but also melt with old meanings or other pre-existing concepts related to different ideological backgrounds. Although management studies are now familiar with

the analysis of discourses and metaphors, the contribution of language specialists has until now been fairly rare.

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Alexandre Iellatchitch, Wolfgang Mayrhofer (Guest editors)