

Editorial

Dear Reader,

As we all know, management and economic issues have both a rational and a socio-emotional side. At least at first glance.

In this respect, it is a good to learn from *Agnes Szukits* in the first article of this issue that the professionalization of controllers in Poland has improved. It has, however, also become clear that the traditional role as a data provider has not fundamentally changed. So, what about other dimensions of management and controlling such as “values”?

Krisztina Franko, Norbert Thom, and David Luethi investigate cultural differences between German speaking Europeans, and they primarily discuss the meta-theoretical challenges in that field. If we argue that “profit is an interpretation and financial liquidity is a fact”, we can then see that controllers also have to be embedded in this kind of discussion.

Huseyin Arasli discusses the pro and cons of retaining and reengaging seasonal employees for the next season in the Turkish hospitality industry. It is easy to say that this kind of management of human capital is more or less also a question of good supervision and leadership. But do all controllers know this?

Larisa Smirnykh and Andreas Wörgötter try to explain the importance of institutional and organizational characteristics for the use of fixed-term contracts in Russia. Although Russia and Turkey are not comparable at all, there are a lot of similarities with the preceding article.

Marta Götz and Barbara Jankowska explore the nature of outward foreign direct investment undertaken by Polish firms outside of Europe. “Motives” and “values” are obviously more or less related, insofar as the location patterns cannot be separated from habits and traditions.

Maciel Mitrega, Voitech Spacil and Gregor Pfaifar examine the importance of “partner knowledge” in Polish and Slovenian companies. This corresponds well with the previous article.

Finally, *Ljuan Marko Gashi, Zeliko Prozega and Boris Crnkovic* present a cross-country comparison about linking value dimensions of employees in South East Europe and their potential for socio-economic development.

So, we are right back where we started: Controlling is more than just handling numbers. Without the knowledge of values, we are mere technocrats!

I hope you enjoy this issue!

Dieter Wagner