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Editorial

Dear Readers,

this edition of JEEMS starts by focusing on the classical relationship between Strategy and Structure. This kind of research traditionally covers a set of different contextual factors and firm characteristics framing organizational design. These variables and their sub-levels are used for indicating prescriptions for organizational configuration, complexity, formalization, centralization, coordination, and control. The first paper from Serbia, authored by *Predrag Radojevic, Tomislav Sudarevic, Dragana Dosenovic, and Aleksandra Boskovic*, aims to outline organizational design for optimal export performance and notes that wrong organizational design may prevent effectiveness and success.

Another one of the contextual variables mentioned above relates to business ownership. The study undertaken by *Anna Grosman* examines the impact of transparency and disclosure scores on fixed investment within the unique context of the Russian capital market. She finds that firstly, transparency seems to have a positive and significant impact on fixed investment and secondly, state-owned enterprises are more sensitive to improved transparency than oligarch-owned enterprises.

Two further articles deal with the Corona-Crisis as a rather new contextual topic. Firstly, in their article, *Zorica Aničić and Blagoje Paunović* describe the responsive strategies of small and medium-sized enterprises (SMEs) in Serbia and the significance of the government reactions. Secondly, *Beáta Sz. G. Pató, József Poór, Endre Hevesi, Klaudia Kovács, Zsolt Sándor Kőműves, Judit Grotte, Szilvia Szabó, István Kunos, Gabriella Metszösy, Henrik Hegedűs, Péter Karácsony, and Krisztina Dajnoki* focus their research on the challenges of the Coronavirus crisis and the HR responses in Hungary.

In addition to the two articles about Corona-mechanisms in Hungary and Serbia, *Roberto Biloslavo, David Alex Edgar, Roland Rusjan* also focus on SMEs. More concretely, they explore how SMEs perceive, understand, and deal with the range of strategic dualities that they face and how this may impact their business model innovation, time orientation, and modernity orientation. It seems that SMEs do not recognize these dualities directly but are continuously trying to cope with the tensions they create, and that the whole process is biased by a strong link of SMEs to the local environment.

Last but not least, two articles deal with Organizational Culture and Leadership. The objective of the research undertaken by *Nina M. Iversen, Leif E. Hem, and Ulf H. Olsson* is to present results from a survey conducted in Croatia, Serbia, and Bosnia-Herzegovina addressing the negative influence of warfare by USA upon consumer behavior in the region. The results show that perceptions generated from USA's general country image influence consumers' intentions

to buy American-made products. Meanwhile, *Sanja Stankov, Eleonora Brtko, Jasmina Poštin, Tatjana Ilić-Kosanović and Milan Nikolic* in their article present the results of their research into the influence of organizational culture and leadership on workplace bullying and mistreatment in organizations in Serbia.

Insofar you will find an interesting mixture of different empirical studies from various East-European countries. I wish you fruitful insights!

Dieter Wagner

Member of the Advisory Board