

Dear Reader,

This new volume of JEEMS covers a wide array of topics, namely cross national acquisitions and mergers in the energy sector between Central and Eastern European firms and those from western countries, societal and organizational culture in Romania, demographic transitions in CEE countries and its impact on management, and strategy techniques under uncertainty.

Thus, this volume reflects the variety of changes and the pains of the past we encounter in CEE countries even 20 years after the fall of the communist regimes. And it reflects the complexity of changes touching upon nearly all fields of public and private life, being perceived as untidy, unsystematic, chaotic, unpredictable. With the overthrow of the communist regimes, the rapidity of change seems to have accelerated, simultaneousness being the sign of the epoch. The end of history talk was nothing but an intellectual gossip.

This is the general background for the tremendous challenges, Eastern management faces after the revolutions in the former communist countries. Still today, decisions have to be taken under conditions of great risks and severe uncertainty. CEE managers still struggle for necessary routines, culturally based certainties and the believed in right way to achievement and effectiveness.

Despite European integration and globalization and their standardization drivers, the paths to success for CEE countries management are unique, Western models for decision making and behavior being only folios for reflection confronting them with CEE managers' own experiences heavily burdened by the communist past. And while the construction of market economies advances, first routines and certainties in decision making spreading, 'new' major problems like the financial crisis imply new challenges as well as 'old' major problems like the demographic changes force answers into the forefront.

Twenty years after the fall of the Eastern block, research in management has grown. But it is difficult to overcome a past in which self-observation of societies was threatened or missing all together. Therefore I would like to encourage our colleagues in the field to use JEEMS as their forum. Our common knowledge about CEE countries and their management is still limited and there are only few platforms for badly needed change of this situation. Broadening and spreading of knowledge in order to achieve more rationalized decisions can be helpful to gain more stability in situations lacking clarity ("Unübersichtlichkeit") which can be observed in East and West.

I wish you will enjoy reading!

*Eckhard Dittrich  
(Member of the Advisory Board)*