

## Editorial

Dear reader,

the following articles deal with management in Serbia, Bosnia and Herzegovina, Poland, Slovenia and Romania as well as in Turkey. Of course, Turkey does not belong to the group of CEE countries, on which we have our geographical focus. But we feel it necessary to broaden the view to other “emerging economies” with a different past than those who were belonging to the former soviet bloc. Thus we hope to stress developmental questions of different countries with different socio-economic trajectories, finding out about similarities and differences. Cultures matter!

As in the past, our publishing policy follows a pluralistic methodological orientation. Thus, in this edition you will find articles following the quantitative as well as the qualitative paradigm. In the following, I briefly present the 7 articles of this volume.

*Miloš Milosavljevic, Tamara Vlastelica, Slavica Cicvaric Kostic and Milan Okanovic* take a broad orientation by posing the question “How corporate social responsibility affects corporate reputation” in the transitional country of Serbia. Their starting argument is: “Corporate social responsibility (CSR) emerged as a response to continual public expectation of a more adequate and active role of business within society. This expectation is a result of the higher impact of corporate business operations on the quality of life and society as a whole, as well as increased public sensitivity to ethical issues”. Their findings stress that corporate social responsibility has become an important driver for corporate reputation. Stakeholders and citizens and their perceptions form the philosophy of social corporate responsibility, demographic variables representing intervening factors.

*Osman Gök, Gungor Hacioglu and Sinem Peker* try to evaluate the real influence of marketing departments in business organisations of Turkey. Marketing competences constitute a critical set of competences for business success. The authors looked into the largest manufacturing and service industries. The results are somewhat disillusioning. Marketing departments lack influence on business decisions and thus on performance and success. Having designed their study from an emerging country perspective, they argue that the result may be influenced by strong societal and cultural factors that need further explorations.

To a certain degree, *Barbara Čater, Tomaž Čater, Janez Prašnikar and Igor Ivašković* take up the questions posed by *Milosavljevic* et al. but restricted to a certain field. They ask for the implications and the pay-offs of an environmental strategy in a post-transitional context that is in Slovenia. Their study tries to in-

clude motives, strategies and results in a sophisticated single conceptual model the analytic fruitfulness of which they show. Their rich results lead them to an intensive theoretical and practical discussion about the role of management commitment, of different motives in the process of greening, the advantages of a green economy in the long and short run.

The article of *Michał Zdziarski* “In search for small-world network at New Connect” is a good example for the options scientific research gains by employing network theory. The topic is interlocked directories among small and medium sized companies listed in the alternative investment market in Poland. We know from past research, that network properties have important influence on constraints and opportunities of the practise of networking. The results from *Michał Zdziarski*’s research are amazing showing lack of social capital and innovativeness in the observed networks. To me it seems that further research is needed to explore this effect in more detail.

In many post-socialist countries, we observe unfinished privatization. In Poland, especially in heavy industries and in mining, state influence is still strong. Who could be the actors to push further privatization? What role can be attributed to managers, i.e. CEO’s, in changing this situation? *Igor Postula and Aleksandra Wąsowska* want to “provide a better understanding of the antecedents of managerial support for privatization”. They look at managerial autonomy, the attitude towards state control and firm performance as influencers of CEOs attitudes. Following their results, it seems to be that managerial autonomy seems to be the most important influencer.

Since Schumpeter’s path breaking works on entrepreneurship and innovation as basic elements of the evolution of the capitalist system (see his “Theorie der wirtschaftlichen Entwicklung” from 1911), scholars have devoted much effort to empirically research the relations between the two elements. So does *Maria-Carmen Pantea* with her paper “Employment-to-Entrepreneurship Interface in the Context of Tech Innovation. A Qualitative Analysis in Romania”. She investigates a special group of youth having won prizes for their innovative technical projects. One would expect that among them, entrepreneurship (Schumpeter’s *Unternehmergeist*) as a habit and thus self-employment are far spread and are of high esteem. But the empirical answers from 53 in-depth interviews reveal different types of orientation and a “fluid work-entrepreneurship relation”.

Most social scientists would agree to the evaluation that micro, small and medium-sized enterprises (SMEs) are of great importance for modern capitalist economies and societies. The European Commission i.e. judged them to be the “spine” of the European economy, a “major source” of entrepreneurial skills, innovation and employment”. In their article “What do micro-firms care about and how do they measure it”, *Aleksandar Jankulović and Vladimir Skorić* try to gain a deeper inside into the performance management implementation of these

firms. They do this in the transitional countries of Serbia and Bosnia and Herzegovina. Not only due to their very solid comparative methodological approach, the results are of major interest for many other countries as they reveal a gap between general wisdom on the importance of SMEs and the reality of performance management being very limited and accidental. To me it seems, that there is also a gap between public appraisal of SMEs and an economic policy that can really help SMEs to overcome their shortcomings.

Hope you will enjoy reading this new issue!

Eckhard Dittrich