

## Editorial

Dear Reader,

Welcome to the latest issue of JEEMS, which presents theoretical and empirical contributions to a wide array of organisation, management and business theory. The four articles cover questions of international business, human resource management, leadership and strategic management, as well as considering broader tendencies in the development of the economies of Central and Eastern Europe (CEE). They study organisations that range from SMEs to MNCs and use methods that are both quantitative and qualitative. These matters are examined in a variety of CEE countries, including Serbia, Romania, Slovenia, Poland, Hungary and the Czech and Slovak Republics and the articles are authored by academics from Serbia, Slovenia, Turkey and South Korea. This diversity of management discipline, empirical focus, theory, method and authorship is characteristic of the journal and what readers have come to expect. It makes for a fascinating read.

Although the first and third articles are both interested in changes to countries of the former Yugoslavia, and hence share many of the same contextual background, their theoretical focus is in fact very different. *Milan Nikolić, Jelena Vukonjanski, Milena Nedeljković Olga Hadžić and Edit Terek*, all from the University of Novi Sad, devised instruments to measure the impact of the emotional intelligence (EI) of middle managers on the satisfaction of employees with the communication (CS) they were receiving. Given the background of self-management and worker council institutions in Yugoslav enterprises and the foreground of more hierarchical, managerial organisations, the authors are interested in gap between the employees' actual experiences of the communication practices of their managers and their ideal preferences for being communicated with. They draw on established GLOBE project measures of collectivism and power distance to examine how EI affects CS and conclude that emotional intelligence does indeed affect communication satisfaction, but especially so where the organisational climate is characterized by low power distance and high collectivism.

In contrast with this human resource management slant, the third article offers on normative approach to the strategic management of six small and medium enterprises (SMEs) in the Slovenian IT industry. *Lidija Breznik and Matej Lahovnik* from the University of Ljubljana are particularly interested in testing the practical applicability of the Dynamic Capabilities View (DCV) to these SMEs that need to sustain high levels of competitiveness within a high velocity technical environment that is awash with uncertainty and change. Perhaps surprisingly, they use qualitative interviews in the six firms in order to test the degree to which firms that have adopted practices with dynamic capability charac-

teristics are better able to sustain competitive advantage and thence to have superior economic performance. The interpretation of their data supports their initial hunch that those SMEs that have developed greater levels of dynamic capability perform more competitively than those that have not, but highlights the areas of innovation and management as being especially important.

The second article, by *Ibrahim Anil*, *Ekrem Tatoglu* and *Gaye Ozkasap* (from different Turkish universities), is also based on evidence from interviews with senior managers in a small number (seven) of case studies. However, the focus here is on international business (IB) and the evaluation of four different IB approaches to the entry strategies of multinational corporations (MNCs). In this vast subfield of IB, it is the authors' particular interest in whether Emerging Country MNCs have advantages over those from developed countries when entering other emerging economies that gives the article its unusual twist and theoretical potential. The case studies provide evidence for the motives behind the ownership (joint venture versus wholly owned) and entry mode (acquisition versus greenfield investment) choices of Turkish MNCs during their entry into Romania and the authors seek to find the best-fit theoretical explanation from the four dominant IB alternatives. In general, they find that the case study evidence provides tentative support for all four approaches, a conclusion that may be disappointing but not surprising, given the diversity of disciplines involved in this area, the different angles that can be taken, and the numerous and complex nature of possible processes and factors.

*Jong-Kun Jun* and *Jae Hoon Hyun*, from Hankuk University of Foreign Studies in South Korea, change the level of analysis in the fourth article, a study of the trade and foreign direct investment (FDI) flows from Korea towards five CEE countries both before and after their accession to the European Union (EU). The research is based on quantitative analysis of data from existing sources and the authors expected to find that this EU enlargement would divert Korean investment flows away from developed EU countries towards the new entrants, with their various cost advantages now outweighing previous institutional uncertainties associated with the post-socialist transition. The findings show a large amount of investment in anticipation of actual enlargement, but not at the expense of the Western EU economies. Moreover, while the quantity of FDI remained roughly stable after enlargement, the number of FDI projects increased. This suggests that more Korean SMEs, perhaps motivated by the post-enlargement reduction in risks, decided to undertake investment in the CEE economies.

So, welcome to another typical JEEMS issue, teeming with diversity and debate but still focused on the key themes of management theory and practice in emerging economies. I hope you enjoy it as much as I have.

*Ed Clark*