

Editorial

Dear Reader,

In this issue of JEEMS you will find three empirically based contributions and a research note which altogether have an very interesting comparative approach. Although the scopes are different: e.g. companies, branches or whole countries, the different articles are all related to very important factors of transformation and competition in East European Countries. Competitive advantages are not only a question of human resources capacity building, foreign Direct Investments and the development of labour markets as well as of product differentiation and skilled labour. Besides of that Leadership is a very important aspect of corporate cultures and last but not least a very dominant factor of learning cultures which are also very important for the transformation process on the way to a competitive economy.

Aleksander Rutkowski proposes a quantitative model related to the skilled-labour-market as well to the product market (multi-channel-approach) in order to investigate the influence of foreign direct investments on the strategy of enterprises in the host economies. He works with direct regressions and a system of simultaneous regressions taking datas from firm surveys and sector-level data from different international organizations (e.g. World bank, UNCTAD) and related to thirteen Central and Eastern European Countries. The greatest FDI-effect was to be seen to an increasing demand of skilled labour. On the other hand the impact through product markets was insignificant in determining a more profound degree of differentiation but nevertheless effects could be found towards an intensified price competition.

Johannes Steyrer, Ronald Hartz and Michael Schiffinger are presenting comparative empirical data about the cultural embeddedness of leadership patterns within a more and more globalised management. Primarily they investigate the match or mismatch of observed leadership styles for CEO's to different regional and global expectations, different country settings and prospective changes to a new generations of managers. East Germany, Romania, Estonia and Austria are the subjects of the comparative research. The authors find similar and stable patterns of leadership and leadership behaviour in each country, and that for a long time period! In addition to that the authors expect that even the next generation of top managers will act in an similar manner as the present one. Insofar we seem to have a rather stable context factor what transformation and competition between different countries is concerned.

Tomaz Ceter and Danijel Pucko present some models of competition between firms in the (Post)Transitional economy of Slovenia. Underlying theoretical models of the empirically based study in 225 slovenian firms are the industrial organisation school as well as the resource-based, the capability-based and the knowledge-based approach. The authors identify four different successful

models of competition in Slovenia: panthers (small, flexible, aggressive, intangible resources), wolves (mid-sized, less flexible and quick, but also with many intangible resources, certain kind of knowledge), elephants (bigger ones, power, defensiveness) and polar bears (very strong, some times quick, powerful). These results provoke further research questions: what's about possible combinations of the different strengths of these types? How can the weaknesses of them be avoided, and how will be the further development?

Last but not least *Csaba Mako, Peter Csizmadia and Mikos Ilessy* give an comparative overview to Labor Relation Systems in Europe with a special focus on the SME sector. Trade Unions and Works Councils are also part of the research findings as density rates and Membership Composition of the Trade Unions and the Employers Organisations, Collective Bargaining and Social Dialogue in Belgium, France, Germany, Spain, Hungary, Poland, Slovakia and the UK. Remarkable is the high “informality of the social dialogue in the SME sector in comparison to the big companies. Further research will have to show how the stories will go on with our different Labor Relations Systems in Europe.

I wish you a productive lecture and a lot of fruitful insights.

Dieter Wagner

(Member of the Advisory Board)