
News / Information

Call for Papers

5th International Conference

Innovation in Management - Global Partnership

20 - 21 May 2010

Poznan, Poland

The 5th International Innovation in Management Conference – Global Partnership is organized by the Poznan University College of Business and Foreign Languages in cooperation with the Innovative Management Institute, the Global Management Institute, the Canadian-Polish Management Institute, the Human Resource Ambassador of the Academy of Management for Poland, and the Foundation for Citizenship Development.

The keynote address entitled, “Global Partnership,” will be given by Prof. Dr. **Charles Wankel**, Associate Professor of Management at St. Johns University in New York. Columbia University’s American Assembly has identified him as one of the nation’s top experts on Total Quality Management. In addition to his prolific writing of numerous scholarly articles, monographs, and chapters, Dr. Wankel is the co-author of the top selling textbook Management. He is the leading founder and director of scholarly virtual communities for management professors, and currently directs seven such communities with thousands of participants in more than seventy nations.

This keynote address will be followed by introductory remarks which will be given by Dr. **Peter Odrakiewicz**, Human Resources Ambassador of the Academy of Management. Additionally, Dr. Odrakiewicz is the Vice-Rector for International Relations at the Poznan University College of Business and Foreign Languages in Poznan, Poland.

We are inviting scholars and practitioners to submit papers, roundtable discussion proposals and posters for presentation related to the conference theme of global partnership.

The topics include, but are not limited to:

- Innovative management
- Global partnership
- Competence management
- Global economic and managerial issues

- Human resources management
- Public relations management
- Organizational challenges
- International business and management studies
- Entrepreneurship
- Strategic management
- Logistics management
- Communications in organizations
- Intercultural management
- European business and management studies
- Finance, risk and marketing management
- Marketing and entrepreneurship
- Information technology and knowledge management
- Law and regulations
- Healthcare management
- Tourism and hospitality management
- Business ethics and social responsibility
- Quality management
- Consulting and education services

Submissions

Authors are invited to submit abstracts and full papers as soon as possible. Each submission must be accompanied by the registration form found at: www.imconference.eu .

The submission of abstracts and proposals should be contained in a single file (MS Word), and sent to the Scientific Program Committee as an email attachment. The submission should include:

- Title
- Name of author(s)
- Email address
- Institution
- Mailing address
- Abstract (one page)
- Completed paper (not exceeding 15 pages)

Authors are advised to visit the conference website (www.imconference.eu) for further guidelines on the submission of abstracts and full manuscripts. The Scientific Program Committee will evaluate all submissions and notify authors, no later than 10 March 2010, as to whether their submissions have been accepted, rejected, or are still undergoing review. Additionally, titles of accepted articles will be posted on the conference website.

Publication opportunity

The best papers will be considered for the publication in the *Innovative Management Journal and the Global Management Journal*.

Conference registration costs

- Members of cooperating institutions – 200 EU
- PWSBIJO faculty – 100 EU
- General submission – 250 EU
- Asynchronous online presentations - 100 EU

The deadline for full payment of the conference fees is 4 March 2010.

Please pay to the following Euro account:

ING Bank Slaski S.A. ul. Piekary 7, Poznan, POLAND

BIC (Swift) INGBPLPW

Account number (for EUR payments) PL 78 1050 1520 1000 0023 1820 4654

Account owner: Poznan University College of Business and Foreign Languages
(Poznanska Wyzsza Szkola Biznesu i Jezykow Obcych - PWSBiJO)

Re: Conference Fee, May 2010 – plus your name and address

If you need an invoice please send the request to imconference@pwsbijo.pl and your invoice will be ready on the first conference day.

Scholarly program committee

Charles Wankel, Hannu Vanharanta, Katarzyna Czainska, Sławomir Magala,
Peter Odrakiewicz

Organizational committee

Tomasz Sworowski, Hubert Paluch, Anna Herod, Wojciech Grala, William
Strnad, Magdalena Mosionek

Contact

Written Correspondence

Dr. Peter Odrakiewicz, Vice-Rector

International Relations Office

Poznan University College of Business and Foreign Languages

ul. Niedziałkowskiego 18

61-579 Poznan, Poland

General conference inquiries should be made through links from the conference website at: www.imconference.eu or **William Strnad MA**, Senior Lecturer w.strnad@pwsbijo.pl Tel/Fax – 48 61 833 1433.

Scientific Inquiries: **Dr. Peter Odrakiewicz**, Conference Co-chair imconference@pwsbijo.pl or p.odrakiewicz@gmail.com Tel direct – 48 501 443 014.

Call for Papers

ICEIRD Conference

Entrepreneurship beyond Crisis – Channeling Changes to Advantage

27 - 29 May 2010

Novi Sad, Serbia

The International Conference for Entrepreneurship, Innovation and Regional Development (ICEIRD) Consortium was formally established in 2008. It is a multi - disciplinary and cross-sectoral network crossing several streams of theory and practice, namely entrepreneurship, innovation, regional economic development and information systems. The ICEIRD Consortium was set-up with members from institutions jointly researching and collaborating in strategising/organising the annual ICEIRD conference and managing joint projects focused on the theory, policy and practice of entrepreneurship and innovation in particular as it pertains to information technologies.

One of the higher concern features of the so-called European Innovation Paradox is the divide between academic research and policy-making, between thinkers and doers. The ICEIRD can become an authoritative reference in bridging this gap by developing analysis in the field of innovation and regional policy, based on high-level academic research, but without neglecting the lessons learnt by policy makers and professionals in the field. Thus establishing experiential feedback learning loops and cross fertilization among two communities which have lived too far away from each other for far too long, and in the European Union in particular.

Website: <http://www.iceird.org>.

Organised by:

University of Novi Sad, Faculty of Technical Sciences, Department for Industrial Engineering and Management, University of Novi Sad, UNESCO Chair in Entrepreneurial Studies CISCO Entrepreneur Institute, Training Center Serbia.

Call for paper: <http://www.iceird.org/media/2010fcp.pdf>.

Call for Papers

The 1st International Conference

Management and Organization: An Organisation as a System of Dynamic Relationships and its Applications

11 – 12 June 2010

Ljubljana, Slovenia

Deadline for Submission: 11th January 2010.

The phenomenon of organization, its understanding and focus have changed through history. In the search for most important phenomena in today's organizations the relationships between members of social units have become a frequent subject of social research. Thus, an organization can be defined as a set of relationships between members of a thus formed social unit which are characteristic of the social unit and assure its existence, development and efficient achievement of the social unit's goals.

The smallest part of an organization so defined is a dynamic and rationality-assuring relationship. The definition encompasses the members, the whole entity, and organizational relationships (structures) and processes.

But the emphasis is on dynamic relationships. They become superior to individuals and the entity as a whole. The roles and/or positions of individuals in social units are determined by their relationships.

The first part of the definition looks at an organization as static or structural. The second part is dynamic since an organization is changing. The characteristics (strength, size, direction, duration etc.) of relationships are changing to ensure the existence, development and goal achievement of the social unit.

In order to prove this theoretic view we have to determine its subject organization and validate the method, by which the subject is changing and developing. We invite participants to become involved in a theoretical discussion on the mentioned and other relationships based organization theories.

On the other hand, we can verify a theory through its applications. Reasonable and successful applications prove the validity of theory. The developed approach to an organization enables new approaches to studying organization and business processes. The relationship between management and leadership, the knowledge management and organizational learning, HRM, implementation

of strategies through projects, positive relationships at work and similar issues of our research can be seen and explained from another perspective.

Let us add that the successful 2004 EGOS Colloquium in Ljubljana has focused on organization as a set of dynamic relationships. At other EGOS colloquia as well as EURAM conferences at least some streams dealt with a developed understanding of such a perceived organization.

We invite and encourage papers that deal with and further develop the “dynamic relationships theory of organization” along with papers emphasizing the use of this approach to address various organizational and business problems. Let us propose some questions for discussion:

- the relationship between organization theory and connected areas (economics, sociology, psychology, management etc.)
- co-ordination as basic content, outcome and method of organization;
- decision-making as a cognitive process of organization;
- understanding and managing conflicts within the organization as defined;
- basic relationships and processes: governance, management, operations;
- the organization of different kinds of networks;
- the leadership and management relationship;
- organizational learning: individuals’ learning by connectivity;
- the implementation of strategies in light of organization theory; and
- the organization of supply chains and other networks etc.

We invite authors who believe in the strength and importance of connections, interactions and relationships, see the organization as fabric connecting members of social units, and believe that synergy of social units derives from the thus defined and actuated organization to prepare papers and/or join us in discussions at the conference. The best papers will be published in the “Dynamic Relationships Management Journal” or in a special monograph.

Key deadlines:

- Acceptance notification to authors: 31 January, 2010
- Delivery of papers: 23 April, 2010
- Acceptance of papers: 7 May, 2010
- Registration: May, June 2010
- Conference: 11-12 June 2010.

The conference will be held at the Congress Center at Brdo pri Kranju. It lies in a park and forest area, close to the Ljubljana airport and approximately 25 km from Ljubljana and Bled. Accommodation will be arranged in a hotel, which is within walking distance of the Congress center.

Conference committee: Jon Aarum Andersen, Cene Bavec, Su-Mi Park-Dahlgard, Mihaly Gorog, Marjan Jelovčan, Jure Kovač, Miran Mihelčič, Adriana Rejc-Buhovac, Rudi Rozman (chairman), Borut Rusjan, Milena Sedovnik, Peter Stokes.

Inquiries about conference can be addressed to Rudi Rozman (rudi.rozman@ef.uni-lj.si).

More detailed information about the conference can be found on the web pages of the Slovenian Academy of Management (www.sam-d.si).



Call for Papers
4th Entrepreneurship Conference
Enterprise in Modern Economy – Challenges and Risks
17 - 18 June 2010
Gdansk, Poland

Faculty of Management and Economics of Gdansk University of Technology (Poland) and ICAN Institute - Harvard Business Review Polska are proud to host the Fourth Enterprise in Modern Economy (ENTIME) Conference. This entrepreneurship conference is designed to bring together leading edge views of academic scholars and insightful practitioners from the fields of international business and small business/entrepreneurship, in order to examine challenges and risks that firms have to face and deal with in a modern economy. The event is a great opportunity to share knowledge and experience of entrepreneurial research and studies from all over the world. On this occasion we have a great pleasure to invite you to participate in the Third International Entrepreneurship Conference ENTIME held in the Faculty of Management and Economics.

Thematic areas:

Below are the potential thematic fields to be covered:

1. Enterprise on global market, particularly:
 - a) Shadow (grey) economy problems
 - b) Dealing with the global economy crisis – firms` perspective
2. Selected aspects of enterprise functioning, particularly:
 - a) Inter-enterprise ties, networks and social capital
 - b) Strategies for internationalizing SMEs
 - c) Cross-national comparisons of internationally-oriented firms or patterns of their growth

d) Survival and bankruptcy of firms on competitive markets

3. Research methods in entrepreneurship studies, particularly:

a) Qualitative methods in entrepreneurial research

b) Quantitative methods in entrepreneurial research

A selected number of accepted papers – by scientific board – will be expanded and revised for possible inclusion in special books (monograph) published in Harvard Business Review Polska (ICAN Institute is the publisher). English will be a leading language of the publication. Only papers that will pass a positive review process will be forwarded to publication. The rest of conference papers (not included in publication at Harvard Business Review Polska) – accepted by reviewers – will be included for publication in monograph published at Gdansk University of Technology or any other publisher.

Post-conference publication

All papers referring to the presented thematic areas are welcomed.

A selected number of accepted papers – by scientific board – will be expanded and revised for possible inclusion in special books (monograph) published in Harvard Business Review Polska (ICAN Institute is the publisher). English will be a leading language of the publication. Only papers that will pass a positive review process will be forwarded to publication. The rest of conference papers (not included in publication at Harvard Business Review Polska) – accepted by reviewers – will be included for publication in monograph published at Gdansk University of Technology or any other publisher.

Organizing committee and contact

Professor Jerzy Czeslaw Ossowski - President of the Committee

Committee members:

Ewa Lechman, PhD

Contact: e-mail: entime@zie.pg.gda.pl

or by phone:

Office: 0048 58 348 6003

Mobile: 0048 601 91 48 34

Aneta Sobiechowska-Ziegert, PhD

Aniela Mikulska, PhD

Karol Flisikowski, MSc. Eng.

Call for Papers

9th IACCM Annual Conference

**International Association of Cross – Cultural Competence
and Management**

22 - 25 June 2010

Preston, UK

There is an ongoing debate about the relevance of business and management education to the world of practice and indeed wider society. Specialists in cross-cultural management education and research cannot distance themselves from this debate and especially at a time when there are calls for more a more cooperative and less recklessly competitive approaches to world business. We therefore invite scholarly contributions from cross-cultural specialists to tackle the increasingly problematical issue of relevance as it affects and will affect their discipline.

In a modest bid to close the gap between ‘the two worlds’, the Institute of International Business of Lancashire Business School is organizing the conference in close collaboration with its Advisory Board which is composed of senior representatives from the local business sector and is already assisting in the securing of sponsorship of a number of conference events. Thus, the 2010 IACCM conference is surely one of the few academic conferences in the field of international management studies ever to be designed directly with business practitioners. Consistent with its innovative ethos, the conference will organise three key events, which will also be open to business practitioners:

- a master class on international talent management, led by Professor Carole Tansley, Director of the International Centre for Talent Management and Leadership Development, Nottingham Business School, UK
- A designated business track at which practitioners can address issues of concern to themselves about business schools and management education: this session will be chaired by Andrew Bounds, NW England correspondent and former Brussels correspondent of the Financial Times.
- the conference dinner at which the keynote speaker will be Mark Berrisford-Smith, Senior Economist, HSBC

Some of the sessions will be chaired by members of the IIB Advisory Board.

As of November 2009 we can confirm the participation of the following keynote speakers:

- Professor Nancy Napier, Professor of International Business and Executive Director of the Centre for Creativity and Innovation at Boise State University, Idaho, USA, on creativity in cross-cultural perspectives
- Martin Glisby, a Danish business practitioner and co-author with Nigel Holden of *Creating Knowledge Advantage* (Copenhagen Business School Press, 2010), on the values and challenges of professor-practitioner research and writing collaboration.
- Dr Nirundon Tapachai, Katestart University, Bangkok, on creating an internationally oriented MBA programme for Asia.

Conference topics

The conference will not necessarily exclude papers that deal with the more standard subject matter of cross-cultural management, but preference will be given to contributions, which address the themes below:

- Critiques of the status of cross-cultural management and research
- Business schools as providers of cross-cultural know-how
- Culture and international business education
- New departures in cross-cultural management research
- Cross-cultural dimensions of management knowledge
- Cross-cultural transfer of values
- Case studies relevant to the conference theme

We especially encourage contributions from young researchers who will perforce move cross-cultural management education and research into a new domain which, increasingly dispensing with the dated values-based approaches to culture, will perforce focus on the challenges of cross-cultural collaborative learning and knowledge-sharing at the institutional level. Also especially welcome are joint presentations involving academics and practitioners.

Contributions, which focus on the theme of relevance, will be selected for possible publication in the IACCM's principal publication, the *European Journal of Cross-Cultural Competence and Management* as well as *Critical Perspectives on International Business*.

Submission for conference presentation

Paper abstracts (maximum 500 words) before **March 15, 2010**

Full papers for accepted abstracts (8.000 words max) before **May 15, 2010**

Please send to Liz McCarthy and Mitch Larson IACCMAbstract@uclan.ac.uk with an attachment readable by MS Word.

Venue

The conference will take place in the Harrington Building on the campus of the University of Central Lancashire (UCLAN) in Preston. More precise information on specific locations for the conference will be available soon. General information on the UCLAN campus is available from:

http://www.uclan.ac.uk/information/uclan/how_to_find_us/files/uclan-2d-map-2007.pdf.

For further information, see the IACCM webpage: <http://www.wu.ac.at/iaccm/index>.



Call for Papers
9th IACCM Doctoral Workshop
**International Association of Cross – Cultural Competence
and Management**
23 - 25 June 2010
Preston, UK

The three-day conference (23-25 June 2010) welcomes papers from a broad range of theoretical and methodological positions and is open to empirical as well as conceptual contributions related to the issues of cross-cultural management education and research from the perspective of cross-cultural competence and management. It explicitly encourages young researchers to submit papers. Selected papers submitted to the conferences will be invited for publication in a special issue of the *European Journal of Cross-Cultural Competence and Management* or of *Critical Perspectives on International Business*.

The doctoral workshop starts on Wednesday 23 June. It aims at young researchers working on a PhD-thesis or a concrete research project who are interested in further developing their theses and projects and how to get their results published in international journals. The doctoral seminar is chaired by Professor Marie-Therese Claes and Professor Wolfgang Mayrhofer; other members of the program committee are Professor Gerhard Fink and Professor Nigel Holden.

Experienced scholars and journal editors will provide their view of major theoretical and methodological cornerstones of the field and facilitate the discussion of participants' doctoral or publication projects. For fully participating in the workshop, 3 ECTS credit points can be awarded. During the conference, working group sessions with small groups of doctoral students will

take place parallel to paper sessions at the main conference and will permit participants of the workshop to take part in the main conference, too, and to attend the keynote speeches and paper sessions.

Submission for doctoral seminar:

Paper abstracts (maximum 500 words) before **March 15, 2010**

Submissions should be sent to Marie-Therese Claes <mtclaes@gmail.com> and Gerhard Fink Gerhard.Fink@wu.ac.at

Participation fee

€ 275,- for regular participants

€ 220,- for members of IACCM (membership 2010 confirmed)

€ 100,- for Ph.D. students and master program students

The fee includes conference participation and dinner reception.

Venue

The doctoral workshop will take place in the Harrington Building on the campus of the University of Central Lancashire (UCLAN) in Preston. More precise information on specific locations for the conference will be available soon. General information on the UCLAN campus is available from: http://www.uclan.ac.uk/information/uclan/how_to_find_us/files/uclan-2d-map-2007.pdf. Further information, see the IACCM webpage: <http://www.wu.ac.at/iaccm/index>.

Call for Papers
5th Workshop
**Organizational Change and Development: Core
 Competence in a Changing World**
23 - 24 September 2010
Vienna, Austria

Co-Organised with: WU Vienna University of Economics and Business.

Vienna is the capital of Austria. Against the backdrop of its important historical and cultural position in the middle of Europe, modern Vienna is focusing on both becoming more economically competitive on the international market and on strengthening its drive towards innovative. Yet Vienna has also always been a city of science and research. Thus, it has become a famous place for scientific conferences, where you can reliably find a creative and stimulating environment.

We are delighted to confirm that the Department of Management at WU Vienna University of Economics and Business has agreed to host the conference workshop. With about 20,000 students from Austria and abroad, the Vienna University of Economics and Business (known in German as Wirtschaftsuniversität Wien, or WU) is the EU's largest educational institution for business and economics, business law, and social sciences. The Department of Management focuses on individual and organizational influencing factors and has close ties to the scientific as well as to the corporate world.

Chairpersons:

Professor Ruth Alas, Estonian Business School, Estonia; Professor Helmut Kasper, WU Vienna University of Economics and Business, Austria; Professor Vincent Edwards, formerly Buckinghamshire New University, UK and Visiting Professor at the Faculty of Economics, University of Ljubljana; Professor Christopher J. Rees, University of Manchester, UK and Beijing University of Technology.

Local scientific organizer: Silvia Mille (WU Vienna University of Economics and Business).

Background:

We are delighted to issue the call for papers for the 5th EIASM conference workshop on the subject of Organisational Change and Development (OCD). Previous OCD conference workshops have taken place in Tallinn, Vilnius, Bucharest and Krakow.

Arguably, the subject of OCD has never been more relevant for governments, organisations, leaders, and managers. Factors such as globalization, the global economic situation, the influence of multinational companies and international institutions, advances in information and communication technologies, and emerging markets (especially in Eastern Europe and Asia) have produced extreme volatility and uncertainty in organisational settings. These global factors and trends raise serious questions about the theory and practice of OCD. For example, what individual and organizational competences are needed to handle these trends? Are change management processes culture-bound or culture-free? What are the building blocks and stumbling blocks of future change management practices? What can we learn from the comparison of OCD theory and practice? What role does information flow and knowledge management play in the processes surrounding organizational change? What values are attached to organizational change strategies and interventions? The rapidly expanding body of literature on the subject of OCD bears further testimony to the importance of these types of questions in both academic and practical settings.

As in previous years, this OCD conference workshop is designed to provide delegates with the opportunity to present their work and discuss it in a constructive environment. Thus, the conference seeks to bring together international scholars and practitioners with a view to exploring perspectives and insights into the management of OCD. Work presented by delegates at the OCD conference workshops in previous years has been published in journals such *Human Resource Development International*, *Baltic Journal of Management*, *Journal of Business Economics and Management*, and the *Estonian Business Review*.

Papers are invited primarily, but not exclusively, on the following topics:

- the impact of globalization and economic situation on organizational change
- organizational change and crisis management
- competences needed in the change management process
- the influence of culture on organizational change
- values and the theory and practice of organizational change and development
- international organizations and institutions as organizational change agents
- the diffusion of information and knowledge in changing organizations
- comparing organisational change practices
- management development and the role of change agents
- issues surrounding consultancy as a lever and activity of organizational change
- resistance to organisational change
- implementing change in emerging markets

➤ and other related topics

To submit a paper and for abstract submission guidelines please go to:
http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=718

Abstract Submission Deadline: Tuesday, 4 May 2010



Call for Contributions

Emerging Multinationals: Management Styles, Typologies and Outcomes

Deadline: 30 March 2010

The study of a multinational company (MNC) has been a fundamental component of the international business literature. While there have been significant variations in the strategies and structures of MNCs from different advanced regions, they have tended to share technological, marketing, and managerial strengths, enabling them to overcome the so-called liability of foreignness in a variety of markets. They have invested for the most part in wholly or majority-owned subsidiaries, transferred technology, products, and knowledge from headquarters to their operations around the world, and relied on elaborate bureaucratic mechanisms and financial controls (Guillen/Garcia-Canal 2009).

Recent years have seen the emergence of a growing number of MNCs from emerging economies as diverse as Brazil, China, Korea, India, Malaysia, Mexico, Russia, Singapore, Taiwan, and Turkey (Goldstein et al. 2006). Whereas these firms have essentially had humble beginnings, some of them have become global leaders in the meantime (Li/Kozhikode 2008; Guillen/Garcia-Canal 2009). The new MNCs operate internationally using entry modes such as alliances, joint ventures and wholly owned subsidiaries. Some of them are small and product focused and others are large and diversified (Guillen/Garcia-Canal 2009). The literature has referred to them as “thirdworld multinationals” (Wells 1983), “latecomer firms” (Mathews 2002), “unconventional multinationals” (Li 2003), “challengers” (BCG 2008), and “emerging multinationals” (Accenture 2008; Goldstein 2007).

In spite of the interest in the topic of emerging multinationals as such, the academic literature is still based on the observation of firms from the so-called

Triad (i.e. US, EU and Japan). Only recently a growing strand of literature has begun to question the phenomenon (Li 2003). The Journal of International Business Studies (2007), the Journal of International Management (2007), the International Journal of Technology and Globalization (2008) and Industrial and Corporate Change (2009), for example, have dedicated special issues to the topic (Amighini et al. 2007). Although these issues have indeed published some very interesting pieces of work on emerging multinationals, those studies have largely focused on the nature of their competitive advantage, motivations, investment development paths and internationalization patterns (Amighini et al. 2007). This has also been the case for books published on the topic. For example, while Sauvart (2009) has comprehensively analyzed the rise and features of emerging multinationals, managerial aspects typical in these types of companies have not explicitly been dealt with. Also Ramamurti and Singh (2009) have asked why so many firms in emerging economies have internationalized so aggressively in the last decade, what competitive advantages these firms enjoy, and what the origins of those advantages are; however, their work has also largely neglected numerous management perspectives.

In academic studies, attempts to understand emerging multinationals have originated primarily from the “developed world” towards “developing countries”. Developing economies have been studied in their relation to investors and corporations expanding into them. Radhakrishnan (1994) has referred to this focus as the “I think therefore you are” syndrome. Genuine developments of emerging multinationals have been subsumed under the overarching explanatory power of Western theories. This attitude has inadvertently affected management and leadership studies. Western management has been regarded as a universal norm, and non-western management practices have been judged against this norm. The proponents of the so-called convergence hypothesis (Kerr et al. 1960) have argued that management systems would converge towards the models originating from the U.S. From this starting point, patterns in other countries have been viewed either as derivative of, or deviations from, the U.S. model (Locke et al 1995). MNCs from developed countries have been given the status of ‘mainstream’, and emerging multinationals have been regarded as ‘unconventional’.

In recent years, it has been realized that many of the Western management practices and managerial styles cannot be transplanted exactly in the same manner to other culture and country contexts. Western management literature presents a model of organizational life that may or may not be appropriate in a non-Western business context. This is especially true for emerging multinationals. When Western management theories are applied directly, they may not match the local and cultural understanding of managerial problems and functions in non-Western MNCs. For example, unlike Western management theories, which emphasize delegation, empowerment, and power sharing as key

component of effective leadership, research in many developing countries show that a more directive and autocratic management style is accepted and even legitimized (Badawy 1980; Hofstede 1984, Dia 1994). Whereas especially the American view on management tends to overplay the influence of the top manager (Meindl/Ehrlich/Dukerich 1985; Meindl/Ehrlich 1987), paternalism is valued and found in many developing nations (Dorfman/Howell 1988). Similarly, counter to Western management paradigms which emphasize consistency and logic, research on management in many developing countries shows that behaving in accordance with the manager's beliefs, personalized and informal methods of conducting interpersonal business affairs and face saving are accepted as personal qualities of effective leaders (Abdullah 1996).

In this book, we aspire to provide a new vantage point to management in emerging multinationals. Our aim is to create a state-of-the-art overview of management in emerging multinationals, from the point of view of these organizations themselves. We want to identify an analytic typology of cultural characteristics in order to interpret differing approaches to rationality, motivation, ethics and interpersonal relationships in a managerial context. We aim to illustrate the strengths and weaknesses of various managerial approaches in different national contexts. Readers of the book will better understand the interplay among country and company cultures, corporate strategy, as well as individual differences in an emerging country's MNCs. We will also be able to evaluate the generalizability of models from Western cultures in a more balanced manner. To summarize, in Marsden's words (1991, p. 36), it is our aim to "*... begin from where the people are, rather than from where development (and management) experts would like them to be...*".

The chapters included in this book can potentially make significant contributions to the theory and practice of management of MNCs by facilitating our understanding of universally applicable theories and concepts. The book will target students and researchers of international business and postgraduate students in such courses as international management, cross-cultural studies, and international business.

Topics covered include but are not limited to:

- Cultural congruence and cultural differences in the interpretation of management in emerging country MNC's
- Traits, skills and styles of managers in emerging country MNC's
- General leadership styles of managers from emerging multinationals;
- Motivation techniques of managers from emerging multinationals;
- Communication and decision making styles;
- Control mechanisms (management of processes and outputs);
- Value orientations and ethical dimensions of managers from emerging multinationals;
- Negotiation styles of and between managers in emerging multinationals;

- Multinational applications of generic strategies in emerging multinationals;
- Societal culture: Influences on organizational culture in emerging multinational contexts

We are looking to include both conceptual and empirical papers in this edited book. Relevant case study examples are also welcome.

Notes for Potential Authors:

Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere. All papers are refereed through a peer-review process. Please be prepared to review and comment on some of the submitted articles for this book.

Important Dates:

Deadline for submissions of extended abstracts: **March 30, 2010**

Deadline for submissions of completed papers: **July 1, 2010**

Double blind review of papers and feedback from review given to the author(s) by: **September 30, 2010**

Deadline for final submission of corrected papers: **December 15, 2010**

No changes can be made to the papers after: **January 15, 2011**

Editors and Notes:

You may send one copy in the form of an MS Word file attached to an e-mail (details in Author Guidelines) to both the following:

Assoc. Prof. Dr. Dilek Zamantili Nayir (dznayir@marmara.edu.tr)

Assoc. Prof. Dr. Vlad Vaiman (vlad@ru.is)

Management Training in Romania: An Example of Successful Co-operation between East and West

- A Report -

On the 1st and 2nd October 2009, the Centre for Development in Management Foundation in Cluj-Napoca (CDM), celebrated 15 years of existence. Its founder members were The British Embassy in Romania, Babes-Bolyai University, Technical University of Cluj-Napoca, Cluj County Council, Cluj Chamber of Commerce, Industry and Agriculture, Leumi Bank, Transylvania Bank. The British Know-How Fund initiative, as well as British Embassy in Romania had an active role in Foundation setting up and growing, especially through financing and initial training of the consultants in UK, supporting the local trainer efforts by British consultants and the presence of the British Embassy Second Secretary in the Board of Directors (until 2002).

CDM Consulting was born as the consultancy division of mentioned Foundation, aiming at creating an institution able to offer support for Romanian managers in the painful transition from a centralised, bureaucratic and state-owned economy to a modern, market oriented economy. Among the successful programs offered by CDM worth to mentioning the “Strategic Planning in Local Public Administration”, co-financed by The British Embassy under the Small Grants Scheme, and carried out by CDM in partnership with Municipality Confederation from Romania. 48 mayors, deputy mayors and city councillors participated in the three course editions delivered in residential areas.

CDM growth and development was facilitated by the initial three-year programme designed by Roffey Park Management Institute, U.K (with over 60 years of experience in transforming organisations). As Mr. Florin Petean, the Executive Director of CDM asserts, “working with Roffey Park Institute consultants we were able to structure CDM abilities and expertise and gave the ground to build clear organisational values and rock-solid ethical principles in the relationship with our clients and partners”. Among the international companies that contributed to CDM development are Gruppo SOGES (Italy), Tulossilta (Finland), Ashridge Management College, Chartered Institute of Marketing (Great Britain).

According to its mission statement, CDM aims to become a model organisation highly respected within Romania for the support it offers in the change and the development of organizations. The professional team delivers training and consultancy at international standards, responding creatively to the evolution of business environment. Among the core values built around the mission statement and guiding CDM activity, should be mentioned: “the ability to

explore new opportunities means to reach success in an ever changing world”; “change is possible both at individual and organizational level”; “people are the key success factor in any organization; “own successes and failures are an invaluable source for learning”; “success and even survival depends on our capability to create learning organizations”. Based upon these kind of values, CDM defined its logo as “Business is Learning” ,this principle underpinning both its work and programmes for enhancement and continuous development of skills and knowledge.

CDM portfolio includes open programs (allowing experience exchange for participants from different organizations, in intense and participative training sessions, recruitment and selection (more than 3000 de participants, in large cities or residential areas); consultancy (in areas like job analysis, job evaluation, performance appraisal, role clarification, organizational development); in-company programs, tailored to specific organizational needs (in areas like communication, personal development, problem solving, leadership, marketing, sales, customer Care).

Asked about CDM strengths and weaknesses, the Executive Director mentioned among CDM strengths the concern for individual needs in designing the programmes (CDM client takes part in designing the programmes), as well as facilitation of learning transfer (for developmental programmes) or the change processes (for consultancy) into the workplace. As a company knowing itself very well, CDM admits having weaknesses as well: the absence of a national structure and its relative small size (obstructing to get advantages from large scale activity). CDM competitive advantages allowed it to survive and grow in a period of time characterized by organizational reluctance to management training and harsh competition with indigene and foreign consultancy firms. After a rapid growth in the last 5 years, a big threat comes from the economic crisis, leading to a decrease of more than 40% of the Romanian demand for management training and consultancy.

Even under such circumstance, the 15th anniversary was celebrated through working. A Personnel Forum and a Top Executive Forum brought together guest speakers (Michael Jenkins, CEO, Roffey Park Institute, UK, Monica Marchiş, National HR Director Groupama Insurance; Monica Niculcea, Deputy HR Director, Petrom; Gabriel Măţăuan, Director HR, Lafarge), Mrs. Valerie Hammond, Board Member at Roffey Park Institute and 30 selected top executives from different sectors discussing the hottest issues facing their ability to respond to the consequences of global economic crisis. A special guest, emphasizing the good co-operation between British organizations and CDM, was his Excellency, Robin Barnett, the British Ambassador in Romania.

Let us wish CDM a long and successful life!!

Doina Catana