

Editorial Mission of JEEMS

Objectives

The Journal for East European Management Studies (JEEMS) is designed to promote a dialogue between East and West over issues emerging from management practice, theory and related research in the transforming societies of Central and Eastern Europe.

It is devoted to the promotion of an exchange of ideas between the academic community and management. This will contribute towards the development of management knowledge in Central and East European countries as well as a more sophisticated understanding of new and unique trends, tendencies and problems within these countries. Management issues will be defined in their broadest sense, to include consideration of the steering of the political-economic process, as well as the management of all types of enterprise, including profit-making and non profit-making organisations.

The potential readership comprises academics and practitioners in Central and Eastern Europe, Western Europe and North America, who are involved or interested in the management of change in Central and Eastern Europe.

Editorial Policy

JEEMS is a refereed journal which aims to promote the development, advancement and dissemination of knowledge about management issues in Central and East European countries. Articles are invited in the areas of Strategic Management and Business Policy, the Management of Change (to include cultural change and restructuring), Human Resources Management, Industrial Relations and related fields. All forms of indigenous enterprise within Central and Eastern European will be covered, as well as Western Corporations which are active in this region, through, for example, joint ventures. Reports on the results of empirical research, or theoretical contributions into recent developments in these areas will be welcome.

JEEMS will publish articles and papers for discussion on actual research questions, as well as book reviews, reports on conferences and institutional developments with respect to management questions in East Germany and Eastern Europe. In order to promote a real dialogue, papers from East European contributors will be especially welcome, and all contributions are subject to review by a team of Eastern and Western academics.

JEEMS will aim, independently, to enhance management knowledge. It is anticipated that the dissemination of the journal to Central and Eastern Europe will be aided through sponsoring.

Editorial

A recent article in the German magazine *Der Spiegel* (22 January 2002) reported on a research study which highlighted an increasing deficit in Germany in research into the former GDR, in spite of the continuing impact of the legacy of the former system. This issue of JEEMS is very much concerned with evaluating and moving on from past experience in the former socialist economies, with a particular focus on organisations.

Geppert's article examines the process of organisational learning in East German enterprises, exploring in particular the relationship between key actors and institutional constraints. His article makes a contribution not only to our understanding of organisational learning but also evidences the benefits of the so-called enactment perspective.

Pivka and Ursic's article investigates, using a survey approach, the impact of the implementation of ISO 9001 on Slovenian companies. The article is of particular interest because certification, of which ISO is the primary example, has been undertaken by numerous companies in CEE and other former command economies. The authors indicate the difficulty of identifying direct benefits of certification. They also argue that certification in itself will not necessarily lead to improved performance and that consequently certification needs to be integrated with other organisational activities.

The three contributions by Tragsdorf, Freygang and Schulze, and Wagner respectively are timely in view of the recent article in *Der Spiegel*. All three contributions relate to the issues of organisation, that is, the organisation and application of company resources to achieve specified goals and targets, improve efficiency and performance, etc. Tragsdorf gives a detailed review of the scope and development of such organisational activity in the former GDR, with its pervasive tension between centralisation and decentralisation. In their contribution Freygang and Schulze discuss organisational activities in a regional electricity supplier. A major change in these activities has been caused by the emergence of energy markets and the need for organisational development to meet this challenge. This increasingly strategic role of organisational activities is also reflected in Wagner's contribution which traces the evolution of organisational activities from the former system to the present day.

Additionally, this issue includes Dobák and Balaton's interview with James G. March and a call for papers for the VI Chemnitz East Forum to be held in March 2003. The title of this Forum is "The End of Transformation?". Irrespective of whether our personal answer to this question is yes or no (or a combination of the two), ignoring the significance of transformation and the system from which it arose would be both a disservice to the pursuit of human knowledge and a barrier to understanding the present situation in the countries of Central and Eastern Europe and beyond.

Vincent Edwards