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Article

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What triggers change?

Dear Reader,

This is another issue of JEEMS that, once more, deals with the general topic of change searching for factors that influence, impact or just push change ahead. This is not that surprising taking into account that organisational change is not only a top theme in management studies but also one of the keys to understand the processes that have been underway in Central and Eastern Europe since almost 20 years. Although the contributions of this issue will never be able to cover the whole variety of that topic they shed light on some particular aspects of change and will try to answer some interesting questions that are still open.

The first article by *Roberto Biloslavo* and *Peter Friedl* is distinctively dedicated to the topic of organizational change. The authors examine whether and how far factors in change methods choice are linked to an inappropriate approach towards change. Using a combination of quantitative and qualitative methods they tested their hypothesis in a large sample of construction firms in Slovenia. Only two dimensions of factors were found to have a positive impact which indicates that no direct correlation between influence factors in the choice of method of change and deficiencies during the implementation of changes could be identified. Nevertheless, the results contribute towards easier identification of potentially usable methods of change and choice factors that need to be applied.

Arjan Vliegthart explores the regulatory developments with regard to employee representation in post-socialist corporate governance systems of Central Europe. With special attention to the case of Hungary he examines the applicability of different theories on post-socialist industrial relations. The author concludes that those developments can only be adequately understood as the result of the interplay between various social forces at the national, European and international level. In particular, he points out how company law development in post-socialist Europe is genuinely transnational in the sense that the analysis of national forces and developments alone cannot adequately capture the process of law-making.

The third article, authored by *Ed Clark* and *Anna Soulsby* focuses on the way in which multinational corporations (MNCs) and local parent firms interact in the construction and operation of international joint ventures (IJVs). On the basis of a case study of a German-Czech IJV it highlights the role of critical events that stimulate sensemaking processes, which in turn politicise the IJV and create different dynamic patterns. Moreover, the authors make some important contributions to the theory of IJV process by including explicitly the role of parents' expectations of the venture and how they make sense of discrepancies between those expectations and the perceived reality of the

venture-in-action. This also has wider implications for MNCs which use IJVs as strategic instruments and for local firms which learn from IJV experiences.

Last but not least, the research note by *Bostjan Aver* and *Simon Cadez* concentrates on the contribution of management accountants to strategic management. Their findings are based on a survey of large Slovenian companies and reveal that Slovenian accountants are relatively strongly involved in strategic management processes, although the level of participation varies intensely across industries. This highlights that we also need to be aware of important changes taking place with respect to the role played by different professional groups within the context of management in Central and Eastern Europe.

I hope you will enjoy reading!

Thomas Steger
(*JEEMS Co-ordinator*)

Apology

Due to a co-ordination problem upon the Editorial Committee during the preparation of issue 1/2009 of the Journal for East European Management Studies a failure occurred with the article „Strategy process as formulation and realization of corporate goals: The synthesis of surveys in Russian firms“ authored by Igor Gurkov. More concretely, the footnote indicating the financial support by the research grant of the State University – Higher School of Economics No. 07-01-98 was omitted.

We deeply apologize for this mistake and hope that no harm to anybody was caused by this.

Rainhart Lang
Editor-in-Chief

Thomas Steger
Co-ordinator