

Dear Reader,

the focus of this issue lies on integrated aspects of knowledge management and organizational culture as well as on talent retention and cross-border co-operation. Although we should avoid to compare “apples with oranges” the interdependence between these topics is obvious: Talent retention becomes more and more a central topic in HR management because otherwise knowledge management cannot really work. It is also more and more common sense that knowledge management as well as organizational culture are very important issues to get competitive advantages, e.g. in the field of cross-border co-operation.

*Doris Gomerzel Omerzel, Roberto Biloslavo, and Anita Trnavčević* are discussing some central aspects of “Knowledge Management and Organisational Culture in Higher Education Institutions”. This paper describes the fundamentals of organisational culture and knowledge management, their definitions, components, and processes. Particularly, the study focuses on the higher education area in a small Central European country. The purpose of this study was to explore the concept of culture, the concept of knowledge management and the correlations among their dimensions at the university level. Because knowledge management initiatives will not take hold unless they are supported by an organisation's culture, cultural factors must be considered when developing knowledge management strategies. This study examines cultural factors in the culture-knowledge relationship. The findings presented in the paper can be important for further development of the higher education sector in Central and Eastern European countries as well as for other profit oriented industries. The authors identified some interesting correlations between knowledge storage and market culture, between knowledge transfer and clan culture, between knowledge transfer and market culture, and, finally, between knowledge application and clan culture, as well as between knowledge application and market culture. Nevertheless, further research is needed to clarify more significant relationships.

*Marina Latukha* presents the problem of “To stay or leave”: Motives behind the decisions of graduate programs’ trainees’ in European and Russian companies”. This paper investigates the problem of retaining business school graduates after they have completed a trainee program in a company. Often when a company invests in training programs for young graduates, the company’s management expects that a graduate will remain with the company for a long time. But in some cases, the trainees decide to leave. This research shows the different perceptions among the trainees and the company of motives or reasons for such a decision. The main findings also indicate a significant difference in the graduates’ preferences in the countries being compared and suggest a list of motives that drive such decision making. Furthermore, managerial applications are given and the possible approaches for future discussions are suggested. On

the basis of the data received from the research it is possible to draw generalizing conclusions and recommendations for experts in HR management. The results are diagnosing the principal causes for why graduates leave companies. Furthermore, the methodology enables comparative analysis of the reasons for dismissals in Russia and Europe. Results, conclusions and descriptive diagnostics can form a basis for developing recommendations.

*Birgit Leick* discusses “Barriers to co-operation and competitive advantage”: Cross-border business networks of Saxon and Northern Bohemian firms”. Small-scale business co-operation across borders is considered as major driving force of economic integration between Western and Central Eastern Europe. In this context, it is argued that business co-operation and networks support the creation of competitive advantage. This paper sheds new light on this issue by adding a case study of firms in selected East German and Czech border regions. The study focuses on two inter-related research questions: Can firms create competitive advantage in small-scale business co-operation and networks within border regions? And what role is there for the barriers to co-operation that firms encounter? These questions are investigated using a dataset of nearly 60 structured interviews with firms from the cross-border regions. As for future research directions, the methodological framework proposed may serve as a blueprint for measuring the impact of co-operative activities on firm competitiveness with other border regions within the enlarged European Union. Furthermore, a process perspective might enhance the understanding of the changing relevance of collaborative barriers.

Together with all other informations and news you find in this issue you will hopefully get once more some further interesting insights for your own further research, training or consultancy. I personally wish you the very best in this.

*Dieter Wagner*

*JEEMS Advisory Board*