Editorial

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Biographical notes: Frank Brück obtained his Masters and Doctoral in Business Administration from the Vienna University of Economics (WU Wien) and currently holds the position of Coordinator of the Program on Intercultural Competence and Management at WU Wien. He served for several years as the Director of the International Studies Center of WU Wien. He is an experienced Trainer, Consultant and Lecturer in Intercultural Management and Cross-cultural Training. In addition to his current position, he is the Secretary General of the International Association of Cross-cultural Competence and Management (IACCM), the President of the Society of Intercultural Education, Training and Research (SIETAR Austria) and also the Executive Editor of the *European Journal of Cross-cultural Competence and Management* (*EJCCM*).

Dear Colleagues,

Welcome to the second and third issue of the *EJCCM* combined in a double issue. Let me first take the opportunity to thank all of those who gave us such a tremendously positive feedback on our new journal. Your kind e-mails and letters were all very welcome. After the excitement of the publication of our inaugural issue, we are now in the phase of standardisation of our journal work and it seems that our vision of establishing the *EJCCM* as a platform for academic discussion comes true. The papers in our first issue already stimulated a couple of responses from other scholars and we gladly put them at the beginning of our second issue. We would like to make the section of discussion papers a permanent part all future issues of the *EJCCM* and encourage all scholars to comment to papers as well if you feel like it.

The first responses are excellent examples of such short discussion papers. Firstly, Slawomir Magala comments on the paper 'Setting the stage' by Gerhard Fink and Wolfgang Mayrhofer (published in *EJCCM*, Vol. 1, No. 1, 2009). In his comment, he pleads for a major overhaul of the theories of cross-cultural values and encourages the authors to deepen their approach in order leave the tradition of sophisticated national stereotypes behind. At the same time, he expresses his concern that the inclusion of other concepts must be well-prepared and not rushed to avoid a result that is too instable and fragile to serve as a stage for others. Malaga's remarks called for a response not only by the authors of the original paper but also by Maurice Yolles who was mentioned in the comments by Magala as well.

Yolles starts his discussion by describing the way from the beginnings of cybernetics to the development knowledge cybernetics (KC) and his model of social viable systems (SVS) which was used by Fink/Mayrhofer in their paper. Furthermore, he points out the links between SVS and the work of Maruyama and explains his concepts of SVS and KC and their benefits for the discussion of culture in further detail.

The next response comes from the authors Fink and Mayrhofer directly. They refer to the works of Inglehart and Welzel to point out the relative stability of cultural values, which Magala had questioned in his comment. On the other hand, they explain why in their opinion the concept of personality is to be included in a discussion of culture rather than the one of identity.

In the section of short papers, Kevin Lo and Snejina Michailova demonstrate how studies outside the mainstream of cross-cultural literature can help to gain deeper insights in the complexity of cultural patterns. Using the example of three studies in the context of China, they point out how utilising less-explored research contexts may enable researchers to develop a more sophisticated view on a culture, to identify emics and to understand intra-culture variations better.

We stay in China with the next paper. The full paper section starts with an overview on the literature on the dimensions and construct of organisational citizen behaviour (OCB). Its forms in P.R. China are compared to those in North America and West Europe. Yong Han and Yochanan Altman compare the various forms of OCB, critically examine the empirical findings for both antecedents and consequences of OCB and indicate research gaps for future research in both the PRC and North America and West Europe.

Muayyad Jabri takes a closer look at different types of narratives and their role in the formation of identities. He claims that the combination of cultural and voice narrative cannot only be used as a method of inquiry but also as a concept of social ontology. Taking a closer look at the relationship of the two types of narratives produces new insights and is to be distinguished from approaches using only cultural narrative to identify the value orientation of the members of a culture.

Linguistic aspects of expatriation are explored by Magdalena Bielenia-Grajewska. She uses the concept of hybrid linguistic identity to discuss the factors determining the acquisition of the host language by expatriates. The importance of language for expatriates is explored both on an individual level looking at the linguistic performance of expatriates and on a collective level like the language policy within an organisation.

In their paper, Eelke de Jong and Chris van Hooijdonk take a closer look at certain cultural aspects of the transition process in Central and Eastern European countries. They examine if the financial systems of these countries reflect the cultural patterns according to the Hofstede dimensions. In their study, they investigate whether high scores on uncertainty avoidance and low scores on individualism actually correspond with a lower level of stock market capitalisation and less protection of shareholders' rights in comparison to countries with a lower UAI and higher individualism scores.

With the next paper, we take a closer look a certain aspects of multiculturalism. Babette Gekeler and Helene Joffe studied a group of young British people and tried to examine whether the ideological symmetry hypothesis stating that a stronger identification with one's own group leads to greater openness towards other groups could be verified. The results of their study showed that the results also depended on the membership to the dominant or the non-dominant group in a multicultural setting.

A different aspect of diversity is the basis of the next paper by Helga Eberherr and Edeltraut Hanappi-Egger. In their paper, they present a conceptual framework for diversity policies. Using the example of the City of Vienna, they highlight the challenges associated with intersectionality and diversity for city councils.

In our Practitioner's Corner, we look at the practical aspects of multicultural teambuilding using the example of German-Czech cooperation. Carolin Oder describes

the teambuilding activities used in a workshop designed to lead the two management teams from an initial state of mutual distrust and lack of understanding to a more cooperative working culture in the spirit of intercultural competence.

This issue concludes with our new section of book reviews. The first book reviewed by Gerhard Fink is: *The Management of Meaning in Organizations* by Slawomir Magala, Palgrave Macmillan, Basingstoke, 2009.

As announced before, we will from now on regularly review new books with intercultural content in our next issues.

We hope that you find the topics of this issue both interesting and stimulating and look forward to hosting your article or a comment on one of the papers of this or the first issue of the *EJCCM* in one of our next issues.