
Editorial

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Biographical notes: Daniel Dauber is a faculty member of the Centre for Applied Linguistics at the University of Warwick since 2011. His major research interests and teaching activities include international business, cross-cultural management and organisational behaviour. His current research focuses on organisational culture change and individual patterns of behaviour. Publications in this area include his doctoral thesis 'Hybridisation in mergers and acquisitions' and journal articles in *Cross-Cultural Management: An International Journal*, *European Journal of International Management*, *Cybernetics and Systems*, Sage Publications, etc. Since 2010, he has been the Executive Editor of the *European Journal of Cross-Cultural Management (EJCCM)*.

Dear members and friends of *EJCCM*, several changes have taken place since our last published issue, e.g., a new Executive Editor (Daniel Dauber) has been announced and the *European Journal of Cross-Cultural Competence and Management (EJCCM)* has switched to an online submission system, which now flourishes and facilitates the review process for authors, reviewers and editors. At this point, the whole editorial team would like to thank Frank Brück for his efforts and support in establishing this journal in the early stages as well as steadily improving its recognition in the academic community. We wish him all the best for his future goals and research activities. Of course, we strongly hope that he will continue to support *EJCCM* as a contributor and reviewer.

In this issue of the *European Journal of Cross-Cultural Competence and Management*, a broad variety of interesting topics are covered:

The first article by Gertsen examines born global Danish SMEs operating in Asia. Her findings show that cultural differences were often perceived as opportunities to learn from each other. The perceived flexibility and rather small power distance within the studied organisations facilitated this learning process.

The second article by Calvelli, Cannavale and Canestrino explore the adaptability of Italian managers to the culture of Southern Mediterranean countries (SMCs). During foreign assignments, expatriates are often confronted with different philosophies of doing business, which challenge them to properly adapt and achieve their tasks. The authors provide rich insights into this issue and conclude that Italian managers tend to adjust to local values.

In the third paper, Gröschke and Schäfer discuss the notion of intercultural competence. They revisit the construct and suggest to frame intercultural competence as a situation specific competence. Furthermore they find that intercultural situations should be understood as being independent from national cultures. On the basis of two studies,

the authors further extend on this idea and provide empirical evidence for their suggestions.

Next, Quratulain, Khan and Peretti investigated into employee cultural value orientations. They hypothesise that individualism/collectivism and power distance moderate the relationship between perceived organisational justice of employees and organisational citizenship behaviour. The authors collected data in a Pakistani context, which offers interesting perspectives on a less researched context. Their findings show that while individualism moderates the relationship between organisational justice and organisational citizenship behaviour, no moderating effect was found with power distance.

Finally, Schandevyl sheds light on the *Cahiers socialistes* (1944–1953), a Belgian group of intellectuals who aimed at shaping public opinion regarding Europe and European integration. In her paper, she discusses their viewpoints and relevance in being ‘early actors in the making of Europe’ and also reflects on their national identity within an emerging European Union.

We hope you enjoy reading these articles as much as we, the *EJCCM* editorial team, did and look forward to future submissions.