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## Editorial

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### Ronald W. Spahr

Department of Finance, Insurance and Real Estate,  
Fogelman College of Business and Economics,  
University of Memphis,  
Memphis, TN 38152-3120, USA  
Email: rspahr@memphis.edu

### Fernando A.F. Ferreira\*

School of Management and Technology,  
Polytechnic Institute of Santarém,  
Complexo Andaluz, Apartado 295,  
Santarém, Portugal  
and  
Fogelman College of Business and Economics,  
University of Memphis,  
Memphis, TN 38152-3120, USA  
Email: fernando.ferreira@esg.ipsantarem.pt  
Email: fernando.ferreira@memphis.edu  
\*Corresponding author

**Biographical notes:** Ronald W. Spahr is a Professor at the Department of Finance, Insurance and Real Estate of the Fogelman College of Business and Economics of the University of Memphis, TN, USA. He received his PhD and MBA from the University of Wisconsin-Madison, MS in Operations Management from the University of Southern California and BS in Mechanical Engineering from South Dakota State University. Previously, he was the National City Bank Distinguished Professor of Banking and Finance at the University of Illinois, Belk Distinguished Professor of Finance at the University of North Carolina and Professor of Finance at the University of Wyoming. He has also lectured at a number of European universities.

Fernando A.F. Ferreira is an Adjunct Professor and Vice-President of the Scientific Council at the School of Management and Technology of the Polytechnic Institute of Santarém, Portugal, and Adjunct Research Professor at the University of Memphis, TN, USA. He holds a PhD in Quantitative Methods Applied to Economics and Management from the University of Algarve, Portugal. In 2009, he was granted with a *Calouste Gulbenkian Foundation* fellowship for Post-Doctoral studies at the Fogelman College of Business and Economics of the University of Memphis. He has authored books, book chapters, peer-reviewed papers and made many conference presentations. His main research interests include multiple criteria decision analysis and integrated systems for performance measurement in the banking sector.

The current financial economic climate for international business management embraces fundamental elements including innovation, technology, knowledge creation and strategic management. These fundamental elements have gained increasing importance given increasing global market efficiency resulting from advances in communication and transportation systems and an increasingly competitive global business environment.

In spite of the increasing relevance and interest in international business management, researchers may not have adequately addressed the necessity for greater global economic integration and the relationship between efforts, skills and resources, and a more integrated approach to 'Globalisation'. This suggests that further developments are necessary in order to better understand the concept of *interdisciplinary hegemony* at the international level.

The papers included in this special section of the *European Journal of International Management* represent a sample of the best papers presented at the *2010 IASK Global Management International Conference* held in Oviedo, Spain, and address issues which are necessary to better understand the global dimension of business management.

The first paper by Marcone, 'SMEs and the internationalisation of R&D activities: knowledge transfer flows between firms', focuses on Italy-based SMEs that belong to the industrial sectors of mechanics and electronics, and operate in dynamic international business markets. By identifying and evaluating the real and financial effects of innovation in enriching technological assets, Marcone observes that the availability of global knowledge sources has induced firms to re-think the configuration of activities that are based on knowledge, such as manufacturing and R&D. The author also analyses the way in which knowledge transfer occurs between elements of the same company for a company that has production and research activities located in different foreign markets. As a major result, the study evaluates the impact of knowledge flows that increase the efficiency of the innovative processes and produce more general positive economic effects.

Our second paper, by Evans and Tzavara, 'Corporate social responsibility strategies in the light of the financial crisis: the case of Milan-based global companies', is focused on the fact that the current financial crisis has led companies to revise their strategies and cut costs across all functions. According to the authors, CSR is a costly engagement and there has been strong speculation that companies will forget their CSR engagements in the light of the crisis. Following this, Evans and Tzavara investigate whether CSR will continue to be seen as a feasible and sustainable choice, or whether it will be sacrificed in light of the crisis. Methodologically, the authors conducted a survey on Milan-based companies operating on a global scale, and found that while there is evidence of some cut-backs on CSR, CSR strategies of organisations in Milan haven't been dramatically scarified due to the crisis.

We are confident that readers will appreciate these two papers. Our selection results from the fact that both papers provide relevant material and help to explain why the areas of global management and international convergence have been increasing within the academic setting.

We are grateful to the EJIM Editors for this opportunity, and we hope to see you all in the next edition of the *IASK Global Management International Conference*.