

FROM THE EDITOR

JOŽE KROPIVŠEK

University of Ljubljana



*New times and a new era. New technological possibilities. New reader expectations.
New – the third issue of Dynamic Relationships Management Journal (DRMJ).
New – the e-form of the journal.*

Dear Readers,

Yes, with the third edition of the journal DRMJ there is now a digital version, in addition to the paper one. Within the webpage of Slovenian Academy of Management (the publisher), there is an e-version of the journal (<http://www.sam-d.si/Drmj-Home.aspx>). In it, you can find all articles (full texts) of the current issue and the archives. Articles are searchable according to the contents, authors or keywords. There is also a form for submitting new articles and complete instructions for authors. With this, we want to bring quality articles to a much wider audience, and especially to provide to all readers (including those who have the paper version of the journal) constant on-line access to articles.

This edition of the journal deals with some truly interesting managerial topics – from the education possibilities for managers and their practises in different countries and business fields, including quality standard implementation and agile project management, to possible options for the development of socio-economic systems. In short, the journal covers a large variety of research areas, guaranteeing that every reader can find something appealing.

The first article, “Is there another way to the future but a utopian one?”, written by Rudi Rozman, discusses the extremely compelling topic of how and why the common socioeconomic system should be changed. There are many signs of changes questioning the future of three interwoven factors: the ownership of the enterprises, their governance and

their goal. It is evident that changes are crucial and urgent for developing of business throughout the world. The author discusses some (revolutionary) changes of the capitalist system and describes the main characteristics of the new socioeconomic system. He suggests social ownership, stakeholders' governance or governance by collectives, and social responsibility and ethics as the main goal guiding enterprises. His suggestions are based on some empirical and theoretical studies of other authors, and on his understanding of the behaviour of socioeconomic systems.

The second article, “How accreditation stimulates business school change: evidence from the Commonwealth of independent states”, written by Yelena Istileulova and Darja Peljhan is extremely interesting and relevant to management theory and practice. In the previous two decades, the number of higher education institutions, especially business schools in Commonwealth of Independent States (CIS) countries has increased due to increasing management training needs. The authors establish some external factors (e.g. socioeconomic system development, market forces, financial crisis, demographic problems, and changes in policies of higher education) and their impact on (internal) changes of CIS business schools (B-schools). Within them, the necessity of external (international) accreditation of the study programme and its impact on changes in B-schools is researched in greater detail. It had been determined that schools have to review

their mission, decrease the student-to-faculty ratio, introduce measurements for learning goals, and internationalise.

The third article “Some empirical insights into cultural differences and management practices: the case of Denmark and Slovenia”, written by Aprila Cotič, and Cene Bavec, presents differences in managers’ practices and behaviour in Denmark and Slovenia, based on cultural dimensions proposed by Hofstede and Hall. The authors have confirmed many significant differences between Danish and Slovenian management practices and values that were predominantly the consequences of two of Hofstede’s cultural dimensions: Power Distance and Uncertainty Avoidance. These differences are more articulated in extreme situations, such as the current economic crises.

In the fourth article “Agile project management – a future approach to the management of projects?”, written by Aljaž Stare, the author studies innovative and modern approaches to project management, as a part of agility in business as a whole. He explores the usefulness of the agile project management approach in different typical types of projects and compares it to traditional project management. The author concludes that the new approach is not suitable or effective for all types of projects (i.e. in construction and other engineering projects), while in certain types of software development projects and some types of research projects it has greater advantages. Thus, he remains sceptical regarding the overall use of the new approach.

The fifth and final article “Issues of the ISO 9001 implementation: improper praxes leading to bureaucracy”, written by Milena Alič, deals with problems of bureaucracy in the implementation of quality management system(s). She believes and proves that the roots of the problem do not lie in the standard itself but rather in its implementation. She establishes that understanding standard requirements is vital in battling the problem of bureaucracy; the use of some other compatible lean approaches (such as lean office) might also be helpful. As the author suggests in the abstract, the paper might be appealing for practitioners and researchers as an explanation of the most frequent problem related to ISO 9000 implementation.

Let me repeat the aim of the journal DRMJ: to provide global theoretical and practical perspectives on the establishment, development, maintenance and improvement of long-term contacts, connections, interactions, patterns of behaviour, relationships and networks in social entities such as firms, non-profit institutions and public administration units within and beyond individual boundaries. To reach this goal, high-quality articles from all over the world on different topics are welcome. Therefore, we invite academics and professionals to contribute their findings to the journal.

Jože Kropivšek
Editor-in-Chief