
Editorial

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The global overall crisis has challenged many of our assumptions about management, corporation, business and entrepreneurial systems. "What is (should be) a role of management and business in society?" is a relevant question with no obvious answer today.

With this book we endeavour to contribute to the current debate over global management with both a macro and micro approach in a discussion of the role of state governance and particularly corporate governance and entrepreneurship. We would also like to arise possible answers for crucial governance question that might be expressed equal as a Latin phrase „*Quis custodiet ipsos custodes?*“ traditionally attributed to the Roman poet Juvenal which is literally translated as "Who will guard the guardians themselves?".

Entrepreneurs and innovators as well as creativity-driven management of private or public firms are fundamental vehicles of corporate and social development. The examination of theoretical interrelations results in interesting cognitive processes that could be useful in the good corporate governance, the innovative strategic management and the creation of the innovative potential of the firm. Our intention is to stimulate greater integration of entrepreneurship, management and governance research by focusing on theories and research methods considered best practices in all areas, regardless of their origin.

Management research has been especially accused of a lack of relevance to managerial practice and of too narrow a discipline base. Several chapters presented in this book examine the conditions giving rise to this criticism, in the EU and elsewhere, and identify an important role and position of stakeholders in various aspects of research and knowledge creation and dissemination processes.

Moreover, one of the challenges for organizations deals with how they can enhance communication channels and collaborate among their employees, customers and stakeholders. A radical approach to the change, referred to as corporate transformation, entails a plethora fundamental changes. As such, both changes are frameworks for the process of learning and unlearning. There is, in reality, a high degree of analogy among 3 theoretical positions in strategic management: corporate (organizational) dissipation, corporate failure or crisis (correlation to crisis management or management of the crisis) and fundamental strategic changes created by entrepreneurship and technological innovations.

There is also an attempt by the firms to shape up their new corporate identity (by achieving a higher level of added value). Impacts on the firm's strategy have been influenced by numerous different interests, political and social factors, such as social values or others like corporate or organizational goals.

As strategic change management is a structural process, many questions arise, for instance: What changes are necessary in corporate structure and processes to create and enliven a new identity? What changes should take place in the content of assignments (i.e. in working conditions and in social

interactions)? A corporate change should primarily be conceived as intentional or non-intentional gradual change in the operation of the firm which can be under control or in some cases, beyond control of the management or a decision maker. Incompetent management (i.e. such that suffers persistent conflicts within a firm) often causes deterioration of the firm's performance which might, in part, result from the decline in demand or resources but it is mainly an independent source of decreasing performance. The reduction or deterioration of resources occur when demand contracts, but it can also appear in the case of stagnating or even growing demand (i.e. complacency) which makes it a crucial moment in the process of corporate change or transformation. Such a corporate change takes shape in two ways: as external reduction of resources or as its internal dissipation or destruction.

Resource deterioration consists mainly of the following: development of new analytical levels whereby the resource deterioration is observed not only at an industry level but also among the corporate (including governance) ranks which does not exclude sub-corporate level. The adjustment of decreasing resources is not regarded as an automatic process but is redefined as very complex, demanding and burdened with many problems. While social scientists and psychologists are intensively focused on the analysis of the consequences of resource deterioration through intensifying cooperation and readiness to embrace changes, economists put the entire process in the context of redefining relations in the value chain, that is in achieving new competitive advantage. Similarly, technologically-based companies (especially those which follow the strategy of technological clusters) redefine their technological potential (the bonsai concept). Another key concept presented deals with wrong decisions which result from ignorance, miscomprehension or wrong perception of the processes in the firm environment.

Besides, empirical research confirms that even corporate decline can be caused by weaknesses in information processing or poor decision-making processes. Earlier research tended to focus on only one aspect of the causal chain: exploring the link between governance and management performance, or the relationship between ability to invest in management and productivity/profit by entrepreneurs. There have also been attempts to link the institutional support and profitability in the business sector but only temporarily.

This volume book consists of 35 chapters written by 75 authors from 15 countries: Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Italy, Kosovo, FYR Macedonia, Malta, Montenegro, Portugal, Russia, Serbia, Slovenia, Spain and Turkey.

The first thirteen chapters of part one Management discuss the model of Integral management, a comprehensive review of servant leadership, business process orientation in striving for strategy success, performance outcome of innovation, teams management, suggesting ways to analyse a team and avoid conflict by offering a 'team tool kit' including competence and a model of integral management, a usage of managerial tools, corporate performance driven by intellectual capital, implementation of strategic decisions, competency based human resource management, high-performing teams (leadership, and creativity, trust and multicultural awareness), managing social responsibility, influencing stakeholders, and when to use different leadership styles and horizontal management as a result of business process modelling.

In part two of the book twelve authors in nine chapters deal with compensation, corporate governance and performance, ownership concentration, risk management and challenges,

perspectives in fraud prevention and detection for management, top management turnover from a stewardship theory perspective, informal institutions and corporate governance code in several countries.

The third and last part of the book deals with different topics and open questions in the field of entrepreneurship such as: stakeholders as entrepreneurial resources and firm level entrepreneurial behavior, incubation and high tech starts up, technological assets and entrepreneurship as an investment for organizational performance, corporate entrepreneurship, innovation, entrepreneurship and sustainable development, global entrepreneurship and the GEDI Index for Western Balkan countries, links between firm size and function of research and development, manufacturing, case studies of micro firms, financial markets and global financial crisis and entrepreneurship in transition and challenging environments.

This publication effort would not have been possible without the people participating directly or indirectly in the compilation of this book (authors, reviewers, publisher, academic, business owners and managers). They all have cooperated and collaborated solidly by providing the examples, the realities that help the future growth of the firms and help to prepare entrepreneurs, managers and our students for the realities they will face: challenges and opportunities, faith and compassion, awareness and courage, failures through crises and success stories and most skills, knowledge, wisdom and inspirations that will help them to pass the tests that the business world places before them.