In LCA the valuation step is very controversial, since it involves ideological elements and value judgments. However, it is a very useful element because it supports the decision-making process. In order to strengthen the valuation step, in this work a new method, which include normalization and weighting, is established. Inspired by the proposal by Seppälä and Hämäläinen (2001), the authors propose a method to consider the normalization and weighting, is established. Inspired by the proposal by Seppälä and Hämäläinen (2001), the method proposed is to evaluate five biowaste management systems in the Metropolitan Area of Barcelona. The valuation methodology proposed consists of the acquisition of partial environmental impact indicators, which are calculated on the basis of a characterization impact indicator (results from a LCA), an emissions inventory of the studied region, as well as the political targets and the sustainability thresholds for a given area. Next, the partial indicator obtained is transformed in order to get a fuzzy linguistic descriptor, which permits the construction of a preference order among a series of alternatives. The proposed methodology permit to consider the normalization and weighting in LCA from a mathematically strengthen approach because it considers a semantic scale with eleven terms, which permit to define, in a gradual way, the performance of the alternatives according to their level of membership. With this consideration it is admitted and treated the uncertainty and subjectivity that inherently exists in the used data. The results reveal that the worst biowaste management option is the one where the total amount of biowaste is collected in a selective way and treated only with biological process and the preferred biowaste management scenario is the one in which direct uses of biowaste are considered. The fuzzy approach considered improves the theoretical strength of the value obtained by the Distance to Target (DdT) method and its modification in accordance to the Multi-Attribute Value Theories (MAVT) because it permits the evaluation of complex systems, which are frequently placed in the field of subjectivity and uncertainty. Therefore, it is a good way of supporting the decision-making process, based on life cycle impact assessment results. In addition, the order of preferences obtained agrees with experts' opinion and consistent with the characteristics of each one of the scenarios analyzed.

The purpose of this paper is to analyse the changing role of governments promoting corporate responsibility (CR) as a result of the challenges raised by globalization.

CR is linked to the restructuring of governments’ agendas in the framework of government/private sector/civil society relationships. It is a result of the research project that applies the Relational State Model Approach to the analysis of CR public policies. The relational state situates the relations between the public and private sectors, between the state and society, in the sphere of co-responsibility.

The paper concludes that in the UK a more systemic, national government-centred and business-oriented approach prevails, while Italy has a more extensive, state-stakeholder and multi-level approach. Future research should complete the comparative analysis expanding it to other European countries: northern and central European countries to analyse the difference between all European governments in order to promote CR.

Over the last decade, Corporate Social Responsibility (CSR) has been defined first as a concept whereby companies decide voluntarily to contribute to a better society and cleaner environment and, second, as a process by which companies manage their relationship with stakeholders (European Commission, 2003). Nowadays, CSR has become a priority issue on governments’ agendas. This has changed governments’ capacity to act and impact on social and environmental issues in their relationship with companies, but has also affected the framework in which CSR public policies are designed: governments are incorporating multi-stakeholder strategies. This article analyzes the CSR public policies of advanced democracies, and more specifically the EU-15 countries, and provides explanatory keys on how governments have understood, designed and implemented their CSR public policies. The analysis has entailed the classification of CSR public policies taking into consideration the actor to which the governments’ policies were addressed. This approach to the analysis of CSR public policies in the EU-15 countries leads us to observe coinciding lines of action among the different countries analyzed, which has enabled us to propose a four ideal’ typology model for governmental action on CSR in Europe: Partnership, Business in the Community, Sustainability, and Citizenship and Agenda. The main contribution of this article is to propose an analytical framework to analyze CSR public policies, which provide a perspective on the relationships between governments, businesses, and civil society stakeholders, and enable us to incorporate the analysis of CSR public policies into a broader approach focused on social governance.
Este estudio analiza cómo se relacionan los estilos de vida de los adolescentes con sus ecologías de desarrollo que apoyan los patrones de interacciones sociales en múltiples contextos. Las medidas sobre estilos de vida, el ajuste familiar, la relación entre iguales, la adaptación escolar y la experiencia de la violencia en la vecindad se obtuvieron en una muestra de 1.433 adolescentes españoles entre 13 y 17 años. Los resultados nos indican la presencia de tres clases de estilos de vida (84,8% participantes). Los adolescentes más jóvenes son los que forman la clase 1, en la que predomina un estilo de vida extremadamente saludable. Gonzan generalmente de una ecología protectora, caracterizada por una continuidad positiva a través de los contextos. Los adolescentes mayores, incluidos en la clase 2, muestran un cierto deterioro en su estilo de vida, principalmente debido al consumo de sustancias en los fines de semana. También experimentan menos continuidad en sus relaciones positivas, especialmente en los chicos que manifiestan descontento con la escuela o polipatridad en su barrio. Los adolescentes referidos por los Servicios Sociales son los que, mayoritariamente, forman la clase 3, con un estilo de vida muy poco saludable; caracterizado por el abuso de sustancias legales e ilegales. Tienen un vivir en una ecología toxica, caracterizada por una continuidad negativa. A través de Finalmente, las chicas que aparecen más próximas a la clase 3 presentan una amplia discontinuidad entre los contextos próximos (problemas en la familia e iguales) y distales (seguridad en el barrio y buen ajuste de la escuela).

Bieto Cuabet, Eugenia
Parada Balderrama, Pedro Alfonso
Corporate Entrepreneurship and Career Parenting: Do They Fit Together for Creating Value in Corporation? 

We conduct an exploratory study on the interaction-effect of corporate entrepreneurship and strong corporate parenting for value creation. Our proposition is that both strong corporate entrepreneurship and strong corporate parenting for value creation influence firm performance. Based on in-depth case studies of four major companies recognized by their corporate initiatives we establish four typologies, namely strategic fit together, bottom-up strategic alignment, top-down strategic achievement and strategic misfit. From a theoretical perspective this approach represents a confluence of two research streams, strategy and entrepreneurship.

Busquets Carretero, Xavier
Rodón Modol, Joan
Wareham, Jonathan
Multiautonomía, the Network Orchestrator
Communications of the ACM Vol. 50, No. 6, June 2007, p. 30-31

The article describes Multiautonomía, a firm that presents a unique business model by the coordination of repair services in Spain, France, UK and Portugal. The firm acts as an orchestrator implementing a Business Network Operating System (BNS) with the extensive use of the Internet, Web Services and Mobile Services. The company uses some 5,000,000 end users and 100 corporate firms as banks and insurers managing a network of 11,000 trade professionals. Firm ensures response times, quality and performance.

Coronina Soler, Lluís
Networks of PhD Students and Academic Performance: A Comparison across Countries. 
Capó, A. M.; Coronina, L.; Feliúj, A.; Matelí, U.; Coenders, Gernà; Metodólpko Zveki 

In this article we compare regression models obtained to predict PhD students’ academic performance in the universities of Girona (Spain) and Slovenia. Explanatory variables like professors’ characteristics of PhD students’ research group understood as an egocentered social network, background and attitudinal characteristics of the PhD students and some characteristics of their supervisors. Academic performance was measured by the weighted number of publications. Two web questionnaires were designed, one for PhD students and one for their supervisors and other research group members. Most of the variables were easily comparable across universities due to the careful translation procedure and pre-tests. When direct comparison was not possible we created comparable indicators. We used a regression model in which the country was introduced as a dummy variable including all possible interaction effects. The optimal transformations of the main and interaction variables are discussed. Some differences between Slovenian and Girona universities emerge. Some variables like supervisor’s performance and motivation for autonomy prior to starting the PhD have the same positive effect on the PhD student’s performance in both countries. On the other hand, variables like too close supervision by the supervisor and having children have a negative influence in both countries. Moreover, we find differences between countries when we observe the motivation for research prior to starting the PhD which increases performance in Slovenia but not in Girona. As regards network variables, frequency of supervisor’s advice increases performance in Slovenia and decreases it in Girona. The negative effect in Girona could be explained by the fact that additional contacts of the PhD student with his/her supervisor might indicate a higher workload in addition to or instead of a better advice about the dissertation. The number of external student’s advice relationships and social contact mean constant intensity is not significant in Girona, but they have a negative effect in Slovenia. We might explain the negative effect of external advice relationships in Slovenia by saying that a lot of external advice may actually result from a lack of the more relevant internal advice.

Dolan, Simon
Financial Fraud: The How and Why
Albrecht, Chad; Albrecht, Conan; Dolan, Simon 
European Business Forum Issue 23, Summer 2007, p. 34-39

In this article, we explain how the United States is attempting to curb financial statement fraud within their own country and what Europe can do to learn from their mistakes. We begin with a discussion of the significant cost of fraud and corruption to both companies and the economy. We then present classic fraud theory, along with our own expanded model and explain how the model can help European firms.

Dumitrescu, Gabriela Ariadna
Valuation of Defaultable Bonds and Debt Restructuring
Journal of Corporate Finance Vol. 13, No. 1, March 2007, p. 94-111

In this paper we develop a contingent valuation model for zero-coupon bonds with default. In order to emphasize the role of maturity time and place of the leader’s claim in a firm’s debt hierarchy, we consider a firm that issues two bonds with different maturities and different seniority. The model allows us to analyze the implications of both debt renegotiation and capital structure of a firm on the prices of bonds. We obtain that renegotiation bounds lead to qualitatively different implications for pricing, while emphasizing the importance of bond covenants and renegotiation of the entire debt.
The construct of value congruency has become the centre of scholarly as well as practitioner attention in the past two decades. Theoretical reasoning, however, has mainly originated in an Anglo Saxon context as exemplified by the research of the respective impact on the hypothesized sequence: values–satisfaction–performance. It is proposed that it may be more relevant in subsequent research to focus on incongruencies or ambivalences.

Knoppenn, Desirée Knoppenn, Desirée
Irreconcilable Adaptation in Supply Chains: An Empirical Examination of Buyer-Supplier Dyads in the European Food Industry

This paper aims to develop the concept of interorganizational adaptation (IOAD) in customer-supplier dyads, and more specifically its behavioral dimension and its main impacting factor constituted by power. Building on social capital literature, the paper develops a comparative classification of behavioral IOAD. The proposed cognitive, relational and structural sub-dimensions are explored through an embedded multi-case study in the European food industry. Data are collected at both sides of the dyads providing a rich account of supply chain partnering. The cases show that acknowledgement and understanding of the behavioral dimension of IOAD, besides the more elaborated technical dimension, aids in explaining several paradoxical situations. Furthermore, the case data confirm the projected relationship between power and technical IOAD; dominated relationships present unilateral technical IOAD, whereas reciprocal relationships present bilateral technical IOAD. Analysis of a deviant case, however, suggests that the impact of power is weakened by the presence of behavioral IOAD.

Lozano Soler, Josep Maria Lozano Soler, Josep Maria
Socially Responsible Investment in the Spanish Financial Market
Lozano Soler, Josep Maria; Albareda Vivé, Laura
Balaguer; M. Rosario

This paper reviews the development of socially responsible investment (SRI) in the Spanish financial market. The year, 1997 saw the appearance in Spain of the first SRI mutual fund, but it was not until late 1999, that major Spanish fund managers offered SRI mutual funds on the retail market. The development of SRI in the Spanish financial market has not experienced the high levels of development seen in other European countries, such as France or Italy, where interest in SRI began during the same period. This paper presents an analysis of the impact of SRI mutual funds managed by Spanish fund managers comparing the evolution of managed assets and number of investors. We also analyse the investment strategies adopted by these funds, which mainly use negative screening criteria and the participation of non-governmental organisations as institutional investors. An analysis of the take up of socially responsible investment in the Spanish financial market shows major deficits in this process. This is due to Spanish investors having limited sensitivity to social issues and knowledge of SRI, and a lack of development of investment strategies that seek a socially responsible approach, such as engagement or shareholder activism by fund managers. Furthermore, the take-up of SRI mutual funds in the Spanish financial market coincided with the growth of the stock market at the beginning of the 21st Century. We conclude with an analysis of the relationship between SRI and Corporate Social Responsibility (CSR).

Laming, Tony Laming, Tony
Ritchley, Bonnie
An Evaluation System for Training Programs: A Case Study Using A Four-Phase Approach
Laming, Tony; Ritchley, Bonnie; Bezanis, Davar
Corporate Governance Vol. 11, No. 4, 2006, p. 334-351

With the increased importance of training in organizations, creating important and meaningful programs are critical to an organization and its members. The purpose of this paper is to suggest a four-phase systematic approach to designing and evaluating training programs that promotes collaboration between organizational leaders, trainers, participants and evaluators.
We look at corporate entrepreneurship initiatives towards some new businesses and businesses that were referred to corporate venturing. Therefore, we study the relationship between growth and business diversification. We compare a developed country, Spain, to a developing one, Mexico. Our sample includes 171 multinational industrial companies of which 118 are Spanish and 53 are Mexican. Indeed we cover NSS observations. Multinational means at least one productive facility abroad. Also, at least 51% of the property is in the hands of local investors and the head office is located in the country of origin. Most of them are family businesses, ranging from first to third generation of entrepreneurs. Our results show that in developed economies there seems to be a Double-U model that explains better the growth-diversification relationship. An initial explanation is that there might be two different strategies. One that engages on the exploitation of current capabilities which is cornerstone to most of the strategy thinking. Another one that engages on exploration of new business opportunities beyond current capabilities and resources which is cornerstone to the field of entrepreneurship. In the case of developing economies the inverted-U model reflects better the growth-diversification relationship. An initial explanation is that diversification generates opportunities for exploiting adjacent business opportunities. However, such opportunities, as they emerge into arenas seem more difficult due to the adverse context generated by the lack of institutions such as rules, norms, and other actors, among others. At least two implications arise of our results. First, those companies in developing countries diversify to neutrality or exploitation and find growth opportunities. Their entrepreneurial capability is limited by the adverse environment. Second, in developed economies related diversification is driven mainly by the search of exploration opportunities of existing resources and capabilities. Notwithstanding, the favorable institutional context allows entrepreneurs to engage in the exploitation of new opportunities in new businesses mirrored in unrelated diversification. In developed economies strategy and entrepreneurship could be brought closer when conceived as two possibilities viable to any company. Companies have the option to remain conservative or become entrepreneurial.

**Planellas Arán, Marcel**

**Sponsorship Relationships as Strategic Alliances: A Life Cycle Model Approach**

*Journal of Enterprise Information Management* Vol. 20, No. 1, January 2007, p. 53-65

Purpose Interoperability standards are a crucial aspect in the development of B2B's business. The aim of this paper is to understand how standardisation evolves by analysing the interplay between activities and stakeholders within the process. Unlike most of the IS research that focusses on the underlying causes of standardisation, our study adopts an analytical approach which allow an understanding of the developmental process of such alliances. In an attempt to fill this gap, we examine how key sponsorship characteristics change over different stages of the life cycle (formation, operation, and outcome) to determine the success or failure of the relationships. Specifically, we propose a life cycle model that articulates general paths in sponsorship relationships development stages and the behaviour pattern of sponsorship characteristics. Throughout this framework, we illustrate our reasoning with examples drawn from US/Team Allighi sponsorship relationship.

**Rodón Módol, Joan**

**Ramis Pujol, Juan**

**Christiaanse, Ellen**

**A Process-Stakeholder Analysis of B2B Industry Standardisation**

*Journal of Enterprise Information Management* Vol. 20, No. 1, January 2007, p. 53-65

This paper, by carrying out a review of the existing literature, tries to answer the question: What is the process an inter-organizational public network undertakes first, different linear-sequential network process models proposed by different scholars and disciplines are reviewed. Thereafter, grounded on the existing literature, some basic dimensions are identified, used to compare the different models proposed, highlighting complementarities and contradictions. Different authors expect contradictory evolutions of the relations between analysis actors along the stages. Complementing linear process models with other types of approaches, e.g. dialectical models, may present positive impact by focusing on sense-making activities during the first steps of the process. Research limitations/implications The study is based on a single-organisation and a largely retrospective analysis of two standardisation exercises. Originality/value This paper contributes significantly to the literature on vertical B2B standardisation by combining process theories and stakeholder analysis approaches. It provides a methodological insight into managing successful standards initiatives by taking this holistic approach to the research.

**Ruiz Vegas, Francisco Javier**

**Agell Jané, Núria**

**Nature-Inspiration on Kernel Machines: Data Mining of Continuous and Discrete Variables**


Kernel Machines, like Support Vector Machines, have been frequently used, with considerable success, in situations in which the input variables are given by real values. Furthermore, the nature of this machine learning algorithm allows extending its applications to deal with other kind of systems with no verterial information such as face images, hand written texts, micro-array gene expressions, or protein chains. The behavior of a number of systems could be better explained if artificial infinite-precision variables were replaced by qualitative ones. Hence, the use of ordinal or interval scales on input variables would allow to define kernels for nature-inspired systems in a direct way. In this contribution, two new kernels are designed for applying kernel machines to such systems described by qualitative variables (orders of magnitude or intervals). In addition, the structure of the feature space induced by this kernel is also analyzed.

**Saz-Carranza, Ángel**

**Vernis Doménech, Alfred Ignasi**

**The Dynamics of Public Networks: A Critique of Linear Process Models**


Based on a longitudinal, inductive study of a critical case from a cultural sector, this article explores how institutional entrepreneurs and their theorization and dissemination of their work. Finally, it reveals how reputation plays a critical role in the dissemination of new ideas and thus in the shaping up of the paradoxes and the potential for change.

**Svejnová Nedeva, Silvía**

**Editorial**

*Strandgaard Pedersen, Jesper; Svejnová Nedeva, Silvía; Jones, Candace; Feed Sederholm, Petra de Creativity and Innovation Management* Vol. 15, No. 3, 2006, p. 221-223

The articles in this special issue cover a range of creative sectors (film, theatre, sports and software) and different national contexts (Denmark, Germany, Japan, UK, and USA). They reveal different entrepreneurial roles that are played in creative industries, from the lifestyle, bohemian, sole entrepreneurs in German theatre engaged in self-management and self-promotion (Elkhorst & Haunschild), to the central, legitimate actor at the helm of the Danish Film Institute who has both resources and opportunities for strategic action (Mathiën). With their strategies, entrepreneurs in creative sectors pursue different outcomes. They seek to develop creative capabilities (Nagler & Nilsson), achieve self-realization (Elkhorst & Haunschild), spark innovation (Yamada & Yamashita), contribute to field transformation (Mathiën) or address uncertainty by distributing risks across agents and over time (Dempster).

**Svejnová Nedeva, Silvía**

**Planellas Arán, Marcel**

**Cooking Up Change in Haute Cuisine: Ferran Adrià as Institutional Entrepreneur**


Based on a longitudinal, inductive study of a critical case from a cultural sector, this article explores how institutional entrepreneurs and their theorization and dissemination of their work. Finally, it reveals how reputation plays a critical role in the dissemination of new ideas and thus in the shaping up of the paradoxes and the potential for change.

**Svejnová Nedeva, Silvía**

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**Planellas Arán, Marcel**

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**Parada Balderrama, Pedro Alfonso**

**Bieto Caubet, Eugenia**

**Bieto, E.**

**Frontiers of Entrepreneurship Research 2006, 2006, p. 1-10**

We look at corporate entrepreneurship initiatives towards some new businesses and businesses that were referred to corporate venturing. Therefore, we study the relationship between growth and business diversification. We compare a developed country, Spain, to a developing one, Mexico. Our sample includes 171 multinational industrial companies of which 118 are Spanish and 53 are Mexican. Indeed we cover NSS observations. Multinational means at least one productive facility abroad. Also, at least 51% of the property is in the hands of local investors and the head office is located in the country of origin. Most of them are family businesses, ranging from first to third generation of entrepreneurs. Our results show that in developed economies there seems to be a Double-U model that explains better the growth-diversification relationship. An initial explanation is that there might be two different strategies. One that engages on the exploitation of current capabilities which is cornerstone to most of the strategy thinking. Another one that engages on exploration of new business opportunities beyond current capabilities and resources which is cornerstone to the field of entrepreneurship. In the case of developing economies the inverted-U model reflects better the growth-diversification relationship. An initial explanation is that diversification generates opportunities for exploiting adjacent business opportunities. However, such opportunities, as they emerge into arenas seem more difficult due to the adverse context generated by the lack of institutions such as rules, norms, and other actors, among others. At least two implications arise of our results. First, those companies in developing countries diversify to neutrality or exploitation and find growth opportunities. Their entrepreneurial capability is limited by the adverse environment. Second, in developed economies related diversification is driven mainly by the search of exploration opportunities of existing resources and capabilities. Notwithstanding, the favorable institutional context allows entrepreneurs to engage in the exploitation of new opportunities in new businesses mirrored in unrelated diversification. In developed economies strategy and entrepreneurship could be brought closer when conceived as two possibilities viable to any company. Companies have the option to remain conservative or become entrepreneurial.
que el entorno sea conocido, el ambiente nocturno, que hayan paquetes organizados, actividades al aire libre y que tenga montaña. Entre los clusters generados, Madrid es el mejor valorado en cinco de los tres aspectos; le siguen Galicia, con cuatro; Canarias, Baleares y Valencia, con tres, y Andalucía y Cataluña, con uno.

Ysa Figueras, Tamyko
Governance Forms in Urban Public-Private Partnerships
International Public Management Journal
Vol. 10, No. 1, January 2007, p. 35-57

The article starts a conversation in the literature about the governance structures of certain kinds of collaboratives in public management: public-private partnerships. The findings come from the study of implemented partnerships for regeneration and management of city centres in the U.S. (Business Improvement Districts) and U.K. (Town Centre Management), and the introduction of urban regime theory. A three-ideal typology is built up, concerning the roles played by structures/design of the partnership, legal frameworks, incentives, evolution, competition, governance-structures, and the ways all of these evolve. The conclusion is that public-private partnerships are constantly evolving and may assume “variable geometries” in response to the form of governance dominating their internal arrangements. Partnerships may be of various kinds: symbolic partnerships, in which hierarchical governance predominates; instrumental partnerships, which obey market rules; organic partnerships, where the predominant form of governance is network-based. The kind of PPP employed affects how the relationship between public and private organisations is managed.