The qualitative evaluation of chromatographic data in the framework of external quality assurance schemes is considered in this paper. On one hand, the homogeneity in the evaluation of chromatographic data among human experts in samples with analytes close to the limit of detection of analytical methods was examined and, on the other hand, a Support Vector Machine (SVM) was developed as an alternative to experts for a more homogeneous and automatic evaluation. 105 ion chromatograms obtained by anti-doping control laboratories were used in this study. The quality of the ion chromatograms was evaluated qualitatively by nine independent experts (associating a score from 0 to 4) and also more objectively taking into account chromatographic parameters (peak width, asymmetry, resolution and S/N ratio). Results obtained showed a high degree of variability among experts when judging ion chromatograms. Experts applying extremely outlying evaluation criteria were identified and were excluded from the experts’ team further used to develop the SVM. This machine was built providing the system with qualitative information (scores assigned by experts) and with objective data (parameters) of the ion chromatograms. A 7-fold cross-validation approach was used to train and to evaluate the predictive ability of the machine. According to the results obtained, the SVM developed was found to be close to the reasoning process followed by the homogeneous human expert group. This machine also could provide a scoring system to sort laboratories according to the quality of their results. The qualitative evaluation of analytical records using a scoring system allowed the identification of the main factors affecting the quality of chromatographic analytical data, such as the specific analytical technique applied and the adherence to guidelines for reporting positive results.

In studies concerned with sustainability the underlying models are, in most cases, not strictly numerical since they depend on many conditions that can be regarded as qualitative. In this paper, a model to evaluate citizens satisfaction learnt from data collected from a survey is presented. The model, which involves the use of RBF neural networks, will provide local councillors with useful information, enabling them to evaluate trends and improve strategies focused on enhancing sustainability. In this paper a contribution describing a practical experience with a model-based system applied to a study commissioned by the town council of Vilanova i la Geltrú (Catalonia, Spain) is presented.

The aim of this paper is to analyze the changing role of business in a globalized society, focusing on transnational corporations as private authorities which have gained power in global governance. The paper will aim to address the following issues: the development of Corporate Social Responsibility (CSR) as a voluntary framework based on self-regulation instruments through which corporations
can manage their social and environmental impacts; corporations’ exercise of power and authority in developing CSR standards globally through inter-firm cooperation; and CSR as a mechanism to transform business culture through the development of co-regulatory instruments between corporations and their stakeholders.

This paper describes the emergence of CSR as a new governance framework, essentially created by the pressure of global civil society on corporations. The research focuses on the analysis of new forms of business political activity: self-regulation and co-regulation.

The findings describe how transnational corporations have become private authorities, competing or collaborating with global civil society or public authorities to develop a new framework of social and environmental regulation to manage their responsibilities and exercise their global power.

This paper highlights the need for regulatory tools to transform global governance. CSR requires the development of public accountability mechanisms for private authorities, an issue that can be resolved by developing global governance networks linking public and private actors.

Finally, the paper explains why CSR has taken shape through the creation of self-regulation management standards and co-regulating norms and instruments in which transnational corporations are a major driving force.

A survey-based mail questionnaire was sent to a large sample of Hong Kong firms (mostly SMEs) operating in the Pearl River Delta area. The questionnaire was designed in two parts: the first asked close-ended questions about firm characteristics, knowledge needs of staff and recruitment policies; the other enquired about preferences for study training programs. Results are analyzed employing an Anova and Conjoint Analysis within the context of a human capital framework.

Findings are that Hong Kong firms investing in the PRD recruit their senior staff from Hong Kong, whereas junior and intermediate level staff are hired from the Mainland. It also shows that intermediate and senior level staff benefit from most of the training investments, where the unskilled are deprived of training altogether.

It obtains a practical insight into human capital management policies of foreign investors in fast-growing emerging economies, and provides an innovative study of an under-researched area in the fastest growing region of the People’s Republic of China.

Alemany Gil, María Luisa
Análisis de las mayores compras apalancadas (LBOs) en España, 2005 - 2007
Revista española de capital riesgo
Nº 2, 04/2008, p. 71–83

El presente estudio analiza las mayores operaciones de compra apalancada que han llevado a cabo los inversores de capital riesgo en España. El objetivo es profundizar en el conocimiento de estas operaciones desde el punto de vista financiero. Se analizan algunas de las características de estas operaciones tales como el apalancamiento, la valoración y sus protagonistas. Además, se estudia la evolución del nivel de endeudamiento para poder entender si se ha producido inflación y tener una base para comparar con niveles de apalancamiento post-subprime.

Altman, Yochanan
Au, Alan Kai Ming; Altman, Yochanan; Roussel, Josse
Journal of European Industrial Training
Vol. 32, nº 1, 2008, p. 19–31

This paper aims to explore the training needs of Hong Kong firms in the Pearl River Delta (PRD), a booming region in the fast growing People’s Republic of China’s economy, by resorting to a human capital approach. Also, to identify the training policies selected by those firms in order to cater for these needs.

Bardají Gálvez, María Dolores
La orientación sexual como factor determinante de la idoneidad para adoptar
Revista de Derecho Privado
Nº 3, 05-06/2008, p. 55–84

Tras la reforma del Código civil español operada por la Ley orgánica 1/1996 se incluye en el seno del procedimiento de adopción el trámite de la valoración de la idoneidad del solicitante o solicitantes. Dicho trámite va encaminado a indagar si en la persona que solicita la adopción concurren los requisitos necesarios para ejercer debidamente la patria potestad, procurando siempre la consecución del mejor beneficio para el menor adoptado. Las distintas regulaciones administrativas autonómicas enuncian los criterios para llevar a cabo dicha valoración. Si a ello unimos la posibilidad del matrimonio entre personas del mismo sexo, admitida en nuestro Derecho a partir de la reforma de 2005, la cuestión principal que se plantea en este trabajo es si la orientación sexual del solicitante o solicitantes en un procedimiento de adopción debe considerarse, o no, determinante para la declaración de su idoneidad. Un análisis de la legalidad vigente permite afirmar que las personas homosexuales tienen derecho a ser valoradas como idóneas o no en un expediente de adopción en los mismos términos que una persona heterosexual. Ahora bien, partiendo de dicha admisibilidad es conveniente analizar la trascendencia que tendrá el hecho de que una persona o una pareja homosexual adopten un menor teniendo en cuenta las circunstancias y concepciones sociales del momento.

Batista-Foguet, Joan Manuel
Health Related Behaviours: Grouped Risks across Adolescence
Gaspar de Matos, M.; Calmeiro, L.; Batista-Foguet, J.M.; Loureiro, N.; Mota, J.
Revista Brasileira de Terapias Cognitivas
Vol. 3, nº 1, 2007, p. 21-29
Adolescence can be associated with a tendency to engage in health-damaging behaviour. The purpose of this study is to test whether cardiovascular disease (CVD) risk factors are present in this age group and to explore possible moderator variables.

The database of the Portuguese Health Behaviour in School-Aged Children study (HBSC; Currie, Hurrelmann, Settertobulte, Smith & Todd, 2000) was used, comprising a nationally representative sample of 6,131 adolescents attending the 6th, 8th and 10th grades (M = 14 years, SD = 1.85). Students answered a self-report questionnaire concerning health behaviours.

An exploratory factor analysis with promax rotation yielded a factor solution consisting of four types of risk behaviours: psychological symptoms, substance use, weight inducers, and body concerns and inactivity. Younger students demonstrated the least risky behaviours. Females scored highest in psychological symptoms and body concerns, whereas males scored highest in substance abuse and weight inducers. Psychological symptoms and body concerns are higher among overweight and obese adolescents compared to normal-weight adolescents.

Adolescents already present a number of risk behaviours associated with CVD. This association is moderated by gender, age and body mass index (BMI). Implications are discussed.

Batista-Foguet, Joan Manuel

**Congruency of the Cognitive and Affective Components of the Attitude as a Moderator on Intention of Condom Use Predictors**

Sánchez, M.; Batista-Foguet, J.M.

*Social Indicators Research* Vol. 87, nº 1, 2008, p. 139-155

Using data gathered through questionnaires on factors relating to the intention of condom use included in the theory of planned behaviour, we obtained evidence in favour of the two-dimensional structure of attitude: affective and cognitive components. In a structural equation model for predicting the intention of condom use as an instrumental behaviour, we found that the congruence between the affective and cognitive components moderates the influence of attitude, subjective norm and perceived behavioural control in the intention of condom use. Since most studies do not take into account this proposed interaction, they can only report a kind of main effects average. Moreover, the percentage of explained variance of intention is higher for those individuals with the same value for the two components (congruent group). Furthermore, we found that perceived behavioural control is the most determining factor and that the cognitive component of the attitude is a better predictor than the affective one. The results are discussed from the point of view of their implications for designing prevention programmes for sexually transmitted diseases.

Batista-Foguet, Joan Manuel

**Alcohol Use and Abuse in Adolescence: Proposal of an Alternative Analysis**

Simões, C.; Batista-Foguet, J.M.; Matos, M.G.; Calmeiro, L.

*Child: Care, Health and Development* Vol. 34, nº 3, 2008, p. 291-301

A national, representative, school-based sample of Portuguese youths was used to examine the prevalence of alcohol use in this population and to analyse differences between demographic variables such as gender and age, as well as to propose a statistical procedure that optimally quantifies categorical variables.

Data on 6,109 state school students from Portugal in the 6th, 8th and 10th grades, aged 11 to 18, who participated in the 2002 (HBSC/WHO) survey of adolescent health were analysed. Adolescents aged 11 to 14 were placed in the younger group, and those aged 15 to 18 were placed in the older group. Optimal scaling was used to optimise the computation of factor scores, which were subsequently submitted to multiple regression analysis in order to analyse the impact of gender and age on alcohol use.

The majority of Portuguese school-aged adolescents stated that they never drink alcohol. About 10% reported drinking on a regular basis. With regard to age and gender, about a quarter of the older boys stated that they drink beer or spirits regularly. The multiple regression analysis showed that age and gender had a significant impact on alcohol use.

In conclusion, alcohol – in particular spirits – is a substance used by some Portuguese adolescents. Alcohol use and abuse is more frequent in boys and increases with age. The importance of these findings for health promotion strategies is discussed.

Bisbe Viñas, Josep

**Defining Management Accounting Constructs: A Methodological Note on the Risks of Theoretical Misspecification**

Bisbe, J.; Batista-Foguet, J.M.; Chenhall, R.

*Accounting, Organizations and Society* Vol. 32, nº 7-8, 2007, p. 789-820

This paper stresses the need for a sound conceptual specification of research constructs prior to fitting them to explanatory models. It emphasises that, in addressing the conceptual level of the predictive validity framework, special attention must be paid to two issues: 1) the production of a specific agreed-upon meaning and domain for each construct of interest; and 2) the specification and conceptual justification of the nature and direction of the epistemic relationships between constructs, dimensions and indicators (i.e. reflective versus formative models; latent versus emergent models). The paper highlights the importance of both issues especially in the case of practice-defined variables, and it provides guidelines on how to address both aspects of conceptual specification. While the issues raised are pertinent to many research areas, the
paper concentrates on the implications for management accounting and control systems (MACS) research, using interactive use of control systems (ICS) to illustrate how researchers should go about specifying meaning and epistemic relationships in MACS research.

Boyatzis, Richard
A 20-Year View of Trying to Develop Emotional, Social and Cognitive Intelligence Competencies in Graduate Management Education
Boyatzis, R.; Saatcioglu, A.
Journal of Management Development
Vol. 27, nº 1, 2008, p. 92–108

Development of the competencies needed to be an effective manager or leader requires program design and teaching methods focused on learning. The paper presents an update and overview of 20 years of attempting to develop these competencies.

A total of 14 longitudinal studies of the impact of a particular MBA program on developing emotional, social and cognitive intelligence competencies are reviewed. Three new studies complete a 20-year perspective. This is a value added design. The paper questions how graduates differ from when they entered the program. Emotional, social and cognitive intelligence competencies that predict effectiveness in management and leadership can be developed in adults through a graduate management program. These improvements can last as much as seven years. But this degree of value added can be eroded by a tumultuous organizational climate.

The paper consists of a series of 17 longitudinal studies on one school, with support from four studies of a program for 45-65 year-old executives.

Boyatzis, Richard
Competencies in the 21st Century
Journal of Management Development
Vol. 27, nº 1, 2008, p. 5–12

The purpose of this paper is to show that development of the competencies needed to be an effective manager or leader requires program design and teaching methods focused on learning. This is the introductory essay to a special issue of JMD.

Competencies are defined and an overview is provided for the eight papers that will follow giving original research on competencies, their link to performance in various occupations, and their development. Emotional, social and cognitive intelligence competencies predict effectiveness in professional, management and leadership roles in many sectors of society. In addition, these competencies can be developed in adults. As an introductory essay, it lays the foundation for the papers in this issue.

Castiñeira Fernández, Angel
Globalisation has Reduced the Ability of the State to Effect Economic and Civic Change. That Leaves Global Companies with Great Power and Great Responsibility
European Business Forum
Nº 32, 2006, p. 25-27

In this article, the question we should really be asking is not whether transnational companies or global businesses have more to gain than their national counterparts, but whether they can offer a better response to world problems. They may be the real top global actors, but this does not mean that they have to keep the global conscience and tackle world problems. So, are global companies the standard-bearers of cosmopolitanism? Perhaps. But we would be wise not to confuse standing up for a universal perspective with a defence of the uninhibited cosmopolitanism (or banal globalism). The question, then, is how to get companies to consciously put fighting the great ‘global’ problems on their daily agendas. For only by doing so will these ‘global capitalists’ become ‘global citizens’.

Dawson, John
Scoping and Contextualising Retailer Internationalisation
Journal of Economic Geography
Vol. 7, nº 4, 2007, p. 373-397

The impacts and activities of international retailers have been largely ignored in the globalisation discourse. A possible reason for this is the absence, in international retailing, of concept and theory that does not hang on the coattails of international production. The paper attempts to consider international retailing in its own right. Three linked questions are explored: Has the internationalisation process of the large retailers resulted in an increase in the global concentration of sales? In what ways does the process of retailer internationalisation differ from the internationalisation of production? What does the committed international retailer transfer to the host country during the internationalisation process?

Dawson, John
Wholesale Distribution: The Chimera in the Channel
International Review of Retail, Distribution and Consumer Research
Vol. 17, nº 4, 2007, p. 313-326

The paper develops previous work published in this journal on the concept of ‘new commerce’ by exploring the nature of changes in wholesaling since the mid 1990s. The previously identified dimensions of new commerce are considered in the context of changes in wholesaling and three organisations of different types are used to illustrate how their activities can be considered new commerce. It is suggested that organisations with new-commerce characteristics operate alongside more traditionally structured organisations. Therefore, two distinctively different broad organisational models in wholesaling
are emerging. Both are addressing the same overall function inherent in wholesaling although the ways in which functions are bundled and vertical and horizontal relationships are managed are quite different.

**Dawson, John**
The Development of a Healthy Eating Indicator Shopping Basket Tool (HEISB) to Assess Food Access – Concepts and Practicalities
Public Health Nutrition
Vol. 10, nº 12, 2007, p. 1440-1447

The purpose of this study was to develop an objective, nutrient-based, healthy eating indicator shopping basket (HEISB) tool for use in studies of access to healthy food. Tool development used a literature search to identify previous practice, web information on current definition of healthy foods by the UK Food Standards Agency, and population-based dietary surveys to identify culturally acceptable foods. These findings were then appraised with respect to practical fieldwork considerations. The review took account of surveys undertaken in a range of geographical areas. Previous tools have varied in the foods selected and the rationale for inclusion. Most have considered nutritional composition but no systematic definition has been used and foods have been subjectively classified as ‘less healthy’ or ‘more healthy’. Recent UK work on nutrient profiling enabled individual food items to be objectively assessed for inclusion. Data from national food surveys enabled commonly consumed and culturally acceptable foods to be identified. Practical considerations included item use in meals, convenience, price, and fieldwork constraints. Other issues including health and price discriminators as well as regional preferences were considered. The final HEISB tool comprised 35 items within the following categories: 17 from fruit and vegetables; nine from potatoes, bread and cereal; five from fish/meats; three from dairy; and one from fatty and sugary foods.

The tool provides a rational basis for examining access and availability of healthy foods in cross-sectional and longitudinal retail and consumer studies.

**Dawson, John**
The Acceptance and Adaptation of a Foreign Retail Format: The Case of the Convenience Store in Taiwan in the 1980s and 1990s
Yuan-Huei Chang, Florence; Dawson, John
International Journal of Entrepreneurship and Small Business
Vol. 4, nº 1, 2007, p. 17-40

Taiwan has the highest convenience store density in the world (one store per 2,800 persons; ACNielsen, 2005), and the convenience store is one of the major formats in the general merchandise retail industry in Taiwan. Since the late 1980s, the convenience store has developed and gradually replaced the traditional corner shops in Taiwan, and now it is ubiquitous. However, there is minimal research in English that discusses the development of this format in Taiwan. Based on literature review and in-depth interviews with convenience store retailers, this study aims to introduce the concept of the convenience store in Taiwan, consider the special Taiwanese features of this generic format, and explain the format’s expansion and development from the 1970s up to the early 21st century.

**Dawson, John**
Categorizing Patterns and Processes in Retail Grocery Internationalisation
Burt, S.; Davies, K.; Dawson, J.; Sparks, L.
Journal of Retailing and Consumer Services
Vol. 15, nº 2, 2008, p. 78-92

The last two decades have been characterised by an increasing internationalisation of retail activity and a considerable number of academic attempts to classify or categorise this activity. A number of different classifications have been proposed based mainly on interactions amongst geographical spread, market entry, managerial outlook and managerial flexibility. However, an examination of three leading international grocery chains on such criteria reveals little communality in pattern or process. Instead, internationalisation is marked by different, perhaps serendipitous, patterns and by periods of retrenchment and reconsideration of activities, within a generic strategy of front-of-store adaptation and back-of-store standardisation. Previous classifications are therefore partial, time-bound semi-descriptions which need to be supplemented by detailed long-term examination of the internationalisation activities and processes of individual companies.

**Dolan, Simon**
Predictors of “Quality of Work” and “Poor Health” among Primary Health-Care Personnel in Catalonia: Evidence Based on Cross-Sectional, Retrospective and Longitudinal Design
Dolan, Simon L.; García, Salvador; Cabezas, Carmen; Tzafrir, Shay S.
International Journal of Health Care Quality Assurance
Vol. 21, nº 2, 2008, p. 203-218

The purpose of this paper is to test a theoretically driven model of the relationship between job demands, employees’ motivation and resources, and supervisory support on employees’ quality of work lives and their general health.

The study uses large survey data that were collected in the years 1995, 2002, and 2003, respectively, drawn from the public healthcare employees sector in Catalonia (Spain). The study uses a cross-sectional methodology, but embraces an additional retrospective and longitudinal design. The 2002 cross-sectional study (n=2,926) supports the assertion made by stress researchers regarding the extent to which both job demands and lack of supervisory support predict low QWL and negative health outcomes:
perceived motivation, resources and capabilities also appear as determinants but to a lesser extent. The stability of the results obtained was tested retrospectively by cross-logging the model for the 1995 survey (n=2,901). In addition, a follow-up study (i.e. longitudinal) was conducted in 2003 (n=10,003) to see whether the model still holds. By and large, the three-level design shows the stability of the prediction in the same direction.

The paper discusses some possible prevention strategies to reduce the low QWL and negative health outcomes within the public health sector. The paper covers all categories of personnel in healthcare personnel and thus external validity is very strong. The findings make it possible to take concrete actions to reduce stress, reduce negative health outcomes and by and large enhance the quality of work lives of the people in this sector.

Dolan, Simon
Lingham, Tony
Managing by Values
Dolan, Simon L.; Riehley, Bonnie A.; García, Salvador; Lingham, Tony
European Business Forum
Nº 32, 2008, p. 34-39

Successful organisations are characterised by strong and widely disseminated systems of values. Increasingly, stakeholders are assessing organisations not just in terms of economic performance, but also by the values they hold. Managing by Values (MBV) can be a powerful tool for aligning an organisation with both its strategy and its values. Successful businesses as diverse as GE and Mondragón have used values systems as a framework for innovation and growth.

This article presents a model of Managing by Values (MBV) as a framework for leaders and managers today. In the wake of the corporate scandals of recent years, integrity has become an increasingly important attribute of both leaders and organisations. We propose that MBV is vital to managing and leading organisations in a turbulent and complex environment.

Dolan, Simon
Malagueño de Santana, Ricardo
Financial Statement Fraud: Learn From the Mistakes of the U.S. or Follow in the Footsteps of its Errors
Albrecht, Chad; Albrecht, Conan; Dolan, S.; Malagueño, R.
Corporate Finance Review
Vol. 12, nº 4, 2008, p. 5–13

In this article, we explain how the United States is attempting to curb financial statement fraud and what Europe can do to learn from the US’s mistakes. We begin with a discussion of the significant cost of fraud and corruption to companies and the economy as a whole. We then present our own expanded model of classic fraud theory and explain how the model can help European firms. The cost of all frauds — especially financial statement frauds — is extremely high. For example, when a company manipulates its financial statements, the market value of that company’s stock usually drops considerably, sometimes by as much as 500 times the amount of the fraud.

Dolan, Simon
Malagueño de Santana, Ricardo
Financial Statement Fraud: Learn From the Mistakes of the U.S. or Follow in the Footsteps of its Errors
Albrecht, Chad; Albrecht, Conan; Dolan, S.; Malagueño, R.
Internal Auditing
03-04/2008, p. 30-37

In this article, we explain how the United States is attempting to curb financial statement fraud and what Europe can do to learn from the US’s mistakes. We begin with a discussion of the significant cost of fraud and corruption to companies and the economy as a whole. We then present our own expanded model of classic fraud theory and explain how the model can help European firms. The cost of all frauds — especially financial statement frauds — is extremely high. For example, when a company manipulates its financial statements, the market value of that company’s stock usually drops considerably, sometimes by as much as 500 times the amount of the fraud.

Giménez Thomsen, Cristina
Drivers and Sources of Supply Flexibility: An Exploratory Study
Tachizawa, E. M.; Giménez, C.
International Journal of Operations & Production Management
Vol. 27, nº 10, 2007, p. 1115–1136

The article presents an exploratory multiple case study analyzing manufacturing supply flexibility for automotive, apparel, electrical, and electronics equipment. Manufacturing industries rely on supply availability for efficient production, schedule fluctuations, slack capacity, low parts commonality, seasonal demand and volatility.

Longo Martínez, Francisco
Quality of Governance: Impartiality Is Not Enough
Governance
Vol. 21, nº 2, 04/2008, p. 191–196

This piece of work makes reference to the article by Bo Rothstein and Jan Teorell “What Is Quality of Government? A Theory of Impartial Government Institutions”, where the notion of impartiality is proposed as a central normative principle of Quality of Governance (QoG). Accepting that impartiality is an attribute that necessarily goes with the concept of QoG, it is argued that it is not enough to constitute it only in the criterion of appreciation. This is related, on the one hand, to the diversity of actors involved in the governance of contemporary public systems, and, on the other, to the characteristics inherent in some public
activities, especially in the field of knowledge-based public services. Finally, it considers that evaluating QoG requires the application of a range of criteria rather than a quest for a single normative principle.

Lozano Soler, Josep Maria
SME Social Performance: A Four-Cell Typology of Key Drivers and Barriers on Social Issues and their Implications for Stakeholder Theory
Kusyk, S.M.; Lozano, J.M.
Corporate Governance

This article builds a model of how and why small and medium enterprises (SMEs) address social issues by integrating internal and external drivers and barriers to social performance (SP). Next, it develops a SME four-cell ideal type of social issues management (SIM) response typology based on a proposed heteronomy of stakeholder salience. Finally, the importance of understanding barriers and drivers to social responsibility (SR) of SIM for stakeholder theory, policy makers and practitioners is discussed, concluding with implications for further SME-SR research.

Mendoza Mayordomo, Francisco Javier
Vernis Domènech, Alfred Ignasi
The Changing Role of Governments and the Emergence of the Relational State
Corporate Governance
Vol. 8, nº 4, 2008, p. 389-396

The paper aims to answer the question of what the new role of government in advanced democracies for the 21st century should be, and what institutional and organisational capabilities are required for that role to face the challenges of globalisation and the crisis of the welfare state.

The relational state seeks to achieve the greatest possible synergy between the resources, knowledge and capacities of the public sector and those of civil society and business organisations. It does so by its ability to articulate social interrelationships and the intangible aspects involved (by using competitive or cooperative arrangements to incorporate civil society and business organisations in particular policy fields, raising society’s awareness of its own responsibility, promoting social self-regulation, acting as intermediary between different social actors, providing strategic direction, etc.). Hence, the relational nature of its activities becomes the core attribute of the process of public value creation.

The relational state locates the relations between the state, the market and civil society in the field of co-responsibility, which is a crucial but missing feature in the neo-liberal state and the welfare state models. The paper analyses emerging forms of the relational state and highlights the challenges that confront its adoption.

Moll Mendoza, Isa
Montaña Matosas, Jordi
Guzmán Garza, Francisco
Market Orientation and Design Orientation: A Management Model
Moll, I.; Montaña, J.; Guzman, F.; Solé Parellada, F.
Journal of Marketing Management (USA)
Vol. 23, nº 9, 11/2007, p. 861-876

Market orientation and design orientation as strategic concepts have a proven impact on business results, but the direct relationship between these concepts has not yet been analysed. This research attempts to prove the relationship by studying the managerial implication of design orientation in relation to market orientation. After analysing 28 case studies of Spanish companies well-known for their business excellence and their design orientation, a management model is proposed. This model is a management tool that offers companies, first, a scheme for auto-diagnosis and, second, good practices as examples that promote design orientation, market orientation and business results.

Montaña Matosas, Jordi
Guzmán Garza, Francisco
Moll Mendoza, Isa
Branding and Design Management: A Brand Design Management Model
Journal of Marketing Management (USA)
Vol. 23, nº 9, 11/2007, p. 829-840

As brands have become one of firms’ most valuable assets, the search for new ways to build brands that achieve a differentiated status in the minds of customers has become of central importance for companies. If design is guided by the brand, besides being an unequivocal source of differentiation, it can serve as the cohesive factor for all elements that configure a brand experience. A brand design management model, which integrates branding and design management, is presented. Thirty-seven owners and/or top managers of 28 Spanish companies acclaimed for their design were interviewed in order to build the model. The resulting model integrates the innovation process with different kinds of design, which results in the creation of consistent brand experiences.

Parada Balderrama, Pedro Alfonso
O Paradoxo das estratégias multidomésticas num Mundo Global: Testemunho das estratégias de “não-mercado” nos países em desenvolvimento
Rufin, C.; Parada, P.; Serra, E.
Revista Brasileira de Gestão de Negócios
Vol. 10, nº 26, 2008, p. 63-85

Este artigo pretende analisar o desenvolvimento e a natureza das estratégias de “não-mercado” adotadas por diversas entidades de serviço público americanas e espanholas que entraram nos mercados sul-americanos a partir dos anos 90 com vista a proteger as suas
Corporate strategy is about growth. In a global and dynamic world, companies have to grow faster than competitors to survive and succeed. Managing the scope of the corporation in terms of diversification is one of the levers that has the greatest potential to generate growth over the long term. But, looking at their economic situation, is there any difference between developed and emerging countries when considering diversification strategies for achieving fast growth? The article attempts to answer this question. First, the reader will find a brief summary on the debate that has appeared in management literature around diversification. Second, we present the results of empirical research conducted in both developed and emerging countries. Finally, we extract some recommendations and reflections, illustrated by cases and examples of companies and business groups in different countries.

Planellas Arán, Marcel
Batista-Foguet, Joan Manuel
Does Internet Technology Improve Performance in Small and Medium Enterprises? Evidence from Selected Mexican Firms
Amorós, J.E.; Planellas, M.; Batista-Foguet, J.M.
Revista Latinoamericana de Administración
Nº 39, 2007, p. 71-91

This paper examines the effect of Internet use on the performance of small and medium-sized enterprises (SMEs). Performance is measured by enterprise growth. The research design is based on a quantitative study of SMEs in Mexico. The model has been tested by structural equation modelling (SEM) and non-parametric statistical tests. The total effect of the use of the Internet on the growth of the SMEs studied is considered to be plausible. This empirical evidence contributes to the knowledge of Internet use in the Latin American SME context. Discussions about implications and future research are advanced.

Ramis Pujol, Juan
Aplicación y evolución de la mejora continua de procesos en la Administración pública
Suárez-Barraza, Manuel F.; Ramis Pujol, Juan
Journal of Globalization, Competitiveness & Governability
Vol. 2, nº 1, 2008, p. 74-86

En este artículo se presenta la primera parte de una investigación cualitativa que ha buscado responder a la siguiente pregunta: ¿Cómo se consigue la sostenibilidad de la mejora continua de procesos (MCP) en las administraciones públicas? En esta primera aproximación, nos hemos centrado en mostrar, a partir de un análisis conceptual y empírico, la aplicación y la evolución de la MCP en las administraciones locales estudiadas. Afloran del mismo un grupo de etapas evolutivas y actividades de mejora que surgen en el momento en que se aplica la MCP. Cada una de estas etapas evolutivas es acompañada por un grupo de elementos básicos, potenciadores e inhibidores.

Ramis Pujol, Juan
Process Standardisation and Sustainable Continuous Improvement: A Closer Look at the Application of ISO 9000 to Logroño City Council (Spain)
Suárez-Barraza, Manuel F.; Ramis Pujol, Juan
International Journal of Quality and Standards

International standards (e.g. ISO 9000) have been adopted by some public administrations in order to certify their processes. In Spain, over the last 15 years, some local councils have followed similar standardisation initiatives, sometimes under the umbrella of comprehensive quality programmes aimed at supporting continuous process improvement (CPI). In this paper, we address three main research questions: a) How may the standardisation
process contribute to the sustainability of continuous improvement? b) What are the risks of a standardisation process with regard to the sustainability of continuous improvement efforts? c) When and how do problems arise during the standardisation process? This article aims to shed light on some aspects of the relationship between the standardisation process and the sustainability of continuous improvement in public sector.

The case study approach was adopted in this study. The research conducted in the Logroño City Council was retrospective. Three methods were used to gather the primary research data: direct observation, documentary analysis and semi-structured in-depth interviews.

Rodón Mòdol, Joan
Sesé Muniategui, Feliciano
Christiaanse, Ellen

Unraveling the Dynamics of IOIS Implementation: an Actor-Network Study of an IOIS in the Seaport of Barcelona
Juan Rodón, Joan Antoni Pastor, Feliciano Sesé and Ellen Christiaanse
Journal of Information Technology
Vol. 23, nº 2, 06/2008, p. 97–108

Although inter-organizational information system (IOIS) implementation has been widely studied, mainstream literature has not focused on understanding how implementation unfolds and how the existing components of the installed base shape the process. This paper addresses this gap by conducting a socio-technical, process-oriented, and multi-level study. Based on a longitudinal in-depth case study of the implementation of an industry IOIS, we develop an explication of IOIS implementation that considers the role of the installed base. Using the lens of actor-network theory (ANT), we counter the mainstream IOIS literature by showing that IOIS implementation cannot only be explained by a fixed set of independent factors; instead, the dynamic mutual shaping of socio-technical actors throughout implementation complements existing factor-based models in explaining the evolution and the outcome (success or failure). The study also shows the importance of complying with the technical and non-technical components of the installed base for an IOIS to be successfully initiated.

Sánchez Torres, Esther

La enfermedad como causa de despido
Relaciones Laborales
Nº 8, 2007, p. 15-51

Análisis crítico de la jurisprudencia del Tribunal Supremo, según la cual los despido a trabajadores motivados exclusivamente por su enfermedad no son nulos, sino improcedentes. El artículo realiza un estudio exhaustivo de la doctrina constitucional y comunitaria sobre el derecho a la igualdad y no discriminación, aplicado a los supuestos de discapacidad y enfermedad.

Spender, John-Christopher

Foreword: Intellectual capital and company’s value creation dynamics
Schiuma, G.; Ordóñez de Pablos, P; Spender, J.C.
International Journal of Learning and Intellectual Capital
Vol. 4, nº 4, 2007, p. 331-341

Although the strategic and management literature has dedicated great attention on the role and relevance of intangible and cognitive resources for company competitiveness, there is still a lack of consideration on an in-depth investigation of the links and relationships between Intellectual Capital (IC) and company’s value creation. This is a significant shortcoming since companies are not interested in managing IC for itself, but rather than in the value they can get from explicitly and formally addressing the assessment and management of IC. For this reason the investigation of how IC sustains and drives company’s value creation dynamics is a key issue to be addressed. IC contributes both to define the value of a company and to support the organisation performance improvements towards the achievement of company’s strategic value propositions. In this introduction to the special issue we develop some conceptual interpretations to investigate the position of IC in the company’s value creation dynamics.

Suárez Barraza, Manuel Francisco
Lingham, Tony

Kaizen within Kaizen Teams: Continuous and Process Improvements in a Spanish Municipality
The Asian Journal on Quality
Vol. 9, nº 1, 07/2008, p. 1-21

As organizations become more team oriented, research on teams continues to increase, especially on how teams contribute to organizational performance and effectiveness. Although there is existing research on Kaizen teams in the private sector, very little research has included Kaizen teams in the public sector. In this paper, we present a method for studying Kaizen teams in a local Spanish administration that has been using such teams for more than ten years. Design/methodology/approach. Quantitative research was adopted for this study. Twenty teams participated by filling out the Team Learning and Development Inventory (TLI) proposed by Lingham (2004). In addition, we interviewed members of the teams in order to clarify and assure our quantitative results. Findings. Based on the findings, we propose that Kaizen teams should practise both Continuous (CI) and Process Improvements (PI) in their projects. We also propose that Kaizen teams should be skilled not only at developing better improvement processes (both CI and PI) for the organization, but also at engaging in team development using both CI and PI processes internally, a Kaizen within Kaizen team approach. Research limitations. Research is based on one case study. However, this is a working paper and the research project is still developing. Practical Implications (if possible). Serves as a guide to practitioners.
(public managers) who desire to understand how their Kaizen teams involve both internal (conversational spaces) and external (methodology) perspectives that contribute to both team and organizational effectiveness. In this paper, we focus on the Internal Processes (both CI and PI) using the TLJ as an effective method for Kaizen teams to engage in the Kaizen process. Originality/value. This study is one of the first to look at team performance using the Team Learning and Development Inventory in Spain’s public sector. It is also the first to mention the relationship of team performance and the implementation of process improvement methodologies in a Spanish local government environment.

Suárez Barraza, Manuel Francisco Ramis Pujol, Juan
Caminos de sostenibilidad de la mejora continua de procesos en la Administración pública Journal of Globalization, Competitiveness & Governability Vol. 2, nº 2, 08/2008, p. 100-115

En este segundo artículo de la investigación cualitativa de cuatro Ayuntamientos españoles se presentan de manera ejemplificada los resultados encontrados de un estudio que ha buscado comprender la generación de “la sostenibilidad de la mejora continua de procesos (MCP)” bajo este contexto. Para ello se siguieron las siguientes sub-preguntas: 3) ¿Qué diferentes caminos de sostenibilidad se detectan?, 4) ¿Qué potenciadores e inhibidores influyen en la evolución de los diferentes caminos de sostenibilidad? Emergen del mismo, una serie de diversos caminos de sostenibilidad de la MCP: “Flujo continuo cíclico”, “flujo continuo por lotes”, “flujo en desarrollo”, “flujo desbloqueado” y “flujo bloqueado e irreversible”.

Trullén Fernández, Jordi

Research on innovation routinisation emphasises public aspects of this process. The issues such research addresses are important, but do not fully describe routinisation processes or account for all the characteristics that generate them. Based on a study of an innovative course, we explore organisational factors that affect the diminished routinisation of innovations and the loss of core components of the innovation while it is being routinised. We develop a model of how organisational structure and intergroup dynamics affect the diminished routinisation of innovations by having an impact on knowledge sharing and on links between the innovation and its core organisational purpose.

Wareham, Jonathan Douglas Peters, Sanjay
Communication Metaphors-in-Use: Technical Communication and Offshore Systems Development

Communication metaphors have been applied extensively to help understand the managerial performance and organisational behaviour of particular firms. However, fewer attempts have been made to apply communication metaphors to help understand the dynamics of interfirm relations or offshore partnerships. While all outsourcing contracts pose well-understood challenges, offshoring partnerships are often further complicated by culture and maturity/capability differences.

Our analysis employs the results of a case study to delineate the different conversational metaphors that emerged from four discrete phases of offshore information systems development. Offshore success is contingent upon successful technical communication, which is mediated through communication metaphors-in-use between vendor and client. In instances where management cannot directly dictate emergent conversational styles, it can determine organisational structure, coordination processes, contract and device incentives, and task allocation in order to cultivate a communication metaphor-in-use most appropriate to the specific phase of the offshore partnership, thereby mitigating many of the complications posed by culture and maturity differences.

Wareham, Jonathan Douglas
The Role of Online Trading Communities in Managing Internet Auction Fraud

Internet auctions demonstrate that advances in information technologies can create more efficient venues of exchange between large numbers of traders. However, the growth of Internet auctions has been accompanied by a corresponding growth in Internet auction fraud. Much existing research on Internet auction fraud in the information systems literature is conducted at the individual level of analysis and therefore limits its focus to the choices of individual traders or trading dyads. The criminology literature, in contrast, recognises that social and community factors are equally important influences on the perpetration and prevention of crime. Communities may operate outside the law or cooperate with law enforcement authorities to control crime in geographically bounded neighbourhoods. We employ social disorganisation theory as a lens to explain how online auction communities address auction fraud and how those communities interact with formal authorities. We show
how communities may defy, co-exist with or cooperate with the formal authority of auction houses. These observations are supported by a qualitative analysis of three cases of online anti-crime communities operating in different auction product categories. Our analysis extends aspects of social disorganisation theory to online communities. We conclude that community-based clan control may operate in concert with authority-based formal control to manage the problem of Internet auction fraud more effectively.

Wareham, Jonathan Douglas
Offshore Middlemen: Transnational Intermediation in Technology Sourcing

The tendency of acquiring information systems and other high-technology services from international suppliers continues at unprecedented levels. The primary motivation for the offshore sourcing of technology and services continues to be labour cost arbitrage, and secondly, access to higher levels of expertise. Yet paradoxically, large gaps in technical proficiency, cultural values and communication styles between client and vendor can undermine the overall success of the offshore relationship. This paper argues that a new breed of entities has emerged, brokering or intermediating offshore relations. The capabilities of such ‘middlemen’ include moderating disparities in expertise, culture and communication styles that often deteriorate performance in offshore relationships. The paper presents a preliminary theoretical justification for the emergence of offshore intermediaries, describes how and why they develop boundary-spanning capabilities, and offers a case study as initial evidence substantiating the function and processes in intermediating transnational offshoring relationships. Our theory development concludes with propositions concerning four major offshore intermediary capabilities: (i) intermediating cultural distance, (ii) intermediating cognitive distance, (iii) pre-contractual preparation and negotiation, and (iv) post-contractual operational management.

Wareham, Jonathan Douglas
Health 2.0 and Medicine 2.0: Tensions and Controversies in the Field
Hughes, B.; Joshi, I.; Wareham, J. Journal of Medical Internet Research Vol. 10, nº 3, 2008 (Published Online)

Background: The term Web 2.0 became popular following the O’Reilly Media Web 2.0 conference in 2004; however, there are difficulties in its application to health and medicine. Principally, the definition published by O’Reilly is criticized for being too amorphous, where other authors claim that Web 2.0 does not really exist. Despite this scepticism, the online community using Web 2.0 tools for health continues to grow, and the term Medicine 2.0 has entered popular nomenclature.

Objective: This paper aims to establish a clear definition for Medicine 2.0 and delineate literature that is specific to the field. In addition, we propose a framework for categorizing the existing Medicine 2.0 literature and identify key research themes and underdeveloped research areas, as well as the underlying tensions or controversies in Medicine 2.0’s diverse interest groups.

Methods: In the first phase, we employ a thematic analysis of online definitions, that is, the most important linked papers, websites, or blogs in the Medicine 2.0 community itself. In a second phase, this definition is then applied across a series of academic papers to review Medicine 2.0’s core literature base, delineating it from a wider concept of eHealth.

Results: The terms Medicine 2.0 and Health 2.0 were found to be very similar and subsume five major salient themes: (1) the participants involved (doctors, patients, etc); (2) its impact on both traditional and collaborative practices in medicine; (3) its ability to provide personalized health care; (4) its ability to promote ongoing medical education; and (5) its associated method- and tool-related issues, such as potential inaccuracy in enduser-generated content. In comparing definitions of Medicine 2.0 to eHealth, key distinctions are made between the collaborative nature of Medicine 2.0 and its emphasis on personalized health care. However, other elements such as health or medical education remain common to both categories. In addition, this emphasis on personalized health care is not a salient theme within the academic literature. Of 2405 papers originally identified as potentially relevant, we found 56 articles that were exclusively focused on Medicine 2.0 as opposed to wider eHealth discussions. Four major tensions or debates between stakeholders were found in this literature, including (1) the lack of clear Medicine 2.0 definitions, (2) tension due to the loss of control over information as perceived by doctors, (3) the safety issues of inaccurate information, and (4) ownership and privacy issues with the growing body of information created by Medicine 2.0.

Conclusion: This paper is distinguished from previous reviews in that earlier studies mainly introduced specific Medicine 2.0 tools. In addressing the field’s definition via empirical online data, it establishes a literature base and delineates key topics for future research into Medicine 2.0, distinct from that of eHealth.