The changing role of governments in corporate social responsibility: drivers and responses
Arenas Vives, Daniel

Business in society and the emerging global governance paradigm
Arenas Vives, Daniel

The role of NGOs in CSR: Mutual perceptions among stakeholders
Albareda Vivó, Laura, Lozano Soler, Josep Maria

Juvenile delinquency: Analysis of risk and protective factors using quantitative and qualitative methods
Batista-Foguet, Joan Manuel

The changing role of government in promoting corporate social responsibility (CSR).

Over the last decade, governments have joined other stakeholders in assuming a relevant role as drivers of CSR, working together with inter-governmental organizations and recognizing that public policies are key in encouraging a greater sense of CSR. This paper focuses on the analysis of the new strategies adopted by governments in order to promote, and encourage businesses to adopt, CSR values and strategies. The research is based on the analysis of an explanatory framework, related to the development of a relational analytical framework, which tries to analyze the vision, values, strategies and roles adopted by governments, and the integration of new partnerships that governments establish in the CSR area with the private sector and social organizations. The research compares CSR initiatives and public policies in three European countries: Italy, Norway and the United Kingdom, and focuses on governmental drivers and responses. The preliminary results demonstrate that governments are incorporating a common statement and discourse on CSR, working in partnership with the private and social sectors. For governments, CSR implies the need to manage a complex set of relationships in order to develop a win-win situation between business and social organizations. However, the research also focuses on the differences between the three governments when applying CSR public policies. These divergences are based on the previous cultural and political framework, such as the welfare state typology, the organizational structures and the business and social and cultural background in each country.

This editorial paper aims to provide a comprehensive overview of this new paradigm and the implications for business, government and other stakeholders. Following an in-depth synopsis of the historical and ideological roots of "global governance", it explores the wider implications of CR, both in theory and practice. It then lays out a series of research issues and questions, integrating them into broader conceptual and thematic frameworks as a first step towards a new programme of academic research and collaborative multi-stakeholder knowledge development.

This paper explores the role of NGOs in Corporate Social Responsibility (CSR) through an analysis of various stakeholders perceptions and of NGOs self-perceptions. In the course of qualitative research based in Spain, we found that the perceptions of the role of NGOs fall into four categories: recognition of NGOs as drivers of CSR; concerns about their legitimacy; difficulties in the mutual understanding between NGOs and trade unions; the self-confidence of NGOs as important players in CSR. Each of these categories comprises the various elements analysed in the paper. We found some discrepancies between the perception of others and the self-perceptions of NGOs, which explains why their role is often controversial. The research confirms that secondary stakeholders, such as NGOs, are key players in CSR, but their role is still regarded as controversial and their legitimacy contested. Deep-seated misunderstandings and mistrust among various stakeholder groups (particularly between NGOs and trade unions) are a possible hurdle to the integration of social and environmental concerns in business activity and corporate governance in Spain. The study finds that business managers need to take a less firm-centric and a more contextual approach, and look more closely into the relationship with and among stakeholder groups. For NGO managers, the research shows that NGOs are not always aware of the stereotypes they generate and the problems caused mainly by what is seen as ambivalent roles: critic and counsellor, accuser and judge, idealist and fundraiser.

El propósito de este trabajo es introducir y analizar la teoría general de la forma de Robert Summers. Basándose en el concepto de forma (que el autor define como ‘ordenación sistemática y tendiente a un fin’), Summers presenta una teoría ambiciosa de gran importancia epistemológica. Propone una nueva manera de contemplar el sistema jurídico, la perspectiva de la forma, al tiempo que subraya las insuficiencias de la perspectiva de la regla que caracteriza el pensamiento de innumerables autores como Hans Kelsen o Herbert Hart. Así, en el análisis de Summers, las reglas no constituyen el elemento central, como es el caso en el positivismo jurídico tradicional, sino un tipo de unidad jurídica entre otras. Este artículo analiza tanto la dimensión estructural (anatómica) como funcional (fisiológica) del nuevo sistema jurídico, la perspectiva de la forma, y la relevancia del pensamiento de innumerables autores.

Several factors are associated to delinquency. It is difficult to change or reduce risk factors. Therefore, the perspective of protective factors promotion appears as an alternative or a complementary approach to risk factors prevention. The quantitative study showed that the “substance use” was the most salient risk factor for juvenile delinquency while the positive relationships in the school context were the most salient protective factor.
In recent years many universities have created entrepreneurship centres which offer a set of services to students, educators and professionals in order to promote entrepreneurial attitudes. The first part of this work is focused on describing a university entrepreneurship program as a service business. The second part summarizes the results of the empirical study based on the Students’ Evaluation of Educational Quality (SEEQ) questionnaire administered to 106 students of the Technical University of Catalonia (UPC) in Spain who attended the entrepreneurship courses offered by the entrepreneurship centre the Innova Program.

Effect of response scale on assessment of emotional intelligence competencies

Batista-Foguet, Joan Manuel
Saris, Willem Egbert
Boyatzis, Richard
Serlavós Serra, Ricardo

Personality and Individual Differences (2008 IF=1.598)
Vol. 46, no. 5-6, 02/2009, p. 575-580

Personality and behavioural assessment are common practice in research and applications throughout the world. Most of this research has been in English-speaking countries. Relatively little work has been done in cross-cultural settings to study the nature of response scale. Familiarity with an 11-point response scale in European countries may affect the reliability of questionnaire responses. In Spain, with mainly European MBA students, results show that an 11-point scale provides composites with greater reliability, validity and less invalidity, than the commonly used 5-point scale.

The choice of interactive control systems under different innovation management modes

Bisbe Viñas, Josep

European Accounting Review (2008 IF=0.633)
Vol. 18, no. 2, 06/2009, p. 371-405

This paper contributes to the recent levers of control (LOC) literature on the relationships between innovation and management accounting and control systems (MACS) by emphasising the importance of the choice by which individual MACS are selected for interactive use. Using survey data collected from 57 medium-sized Spanish firms, we find evidence supporting that 1) the choice of individual MACS selected for interactive use is associated to a firm’s innovation management mode (IMM), and 2) the level of product innovation output is influenced by whether or not IMM and interactive MACS feature similar cognitive models and whether the sophistication of the information contents provided by the interactive MACS responds to the priority needs perceived in the IMM. Our findings further indicate that similarity in patterns between IMM and MACS does not lead to a beneficial impact on the level of innovation outputs, suggesting instead that it may induce the replication of existing dysfunctional trends caused by innovation momentum.

Managing differences: Innovations case discussion: Specialisterne

Busquets Carretero, Xavier

Innovations: Technology, Governance, Globalization

The article deals with management behavior involved in the case of Specialisterne (HBS). We describe managerial behavior in order to develop people’s capabilities at fullest. Managerial work is about looking at reality differently, about care, respect, tolerance and business value that might a path to vital education in the evolving nature of management.

A cross-cultural assessment of leading values in design-oriented companies

Calabretta, Giulia
Montaña Matosas, Jordi
Iglesias Bedós, Oriol

Cross Cultural Management: An International Journal
Vol. 15, no. 4, 2008, p. 379-398

This study is an attempt to approach design management from a cultural perspective. Specifically, the paper assumes that design orientation reflects an underlying organisational culture that distinguishes design-oriented companies from the rest and reinforces their capability to generate competitive advantage from design management. The aim is to disentangle the main characteristics of this culture. A case study research approach was adopted to gain some initial insights on the cultural characteristics of the population considered in the present study. The results of the field study identify a set of general values and product-related values shared by the design-oriented companies considered in this research. In addition, the existence of functional sub-cultures and cross-cultural differences is analysed, together with a discussion on how organisational culture and functional sub-cultures can co-exist in this specific context.

Although a rich set of qualitative data was gathered, the number of cases is still too small to consider replications and opportunities for theory building.

The paper proposes a structured description of design orientation from a multiple level of analysis (organisational culture and individual sub-cultures). It provides useful insights on interaction and harmonisation between these levels, leading to a better understanding of the drivers of design-oriented behaviour. Additionally, the cross-cultural setting of the study addresses the interconnectedness of cross-cultural design practices and design-oriented managerial values.

The Spanish discourse on CSR

Cantó Milà, Natàlia
Lozano Soler, Josep Maria

Innovations: Technology, Governance, Globalization
Vol. 87, Supplement 1, 04/2009, p. 157-171

The discourse on CSR began late in Spain. Its permeation into political institutions also began later than in many Western countries. The Spanish government neither contributed nor reacted to the green paper Corporate social responsibility. A business contribution to sustainable development, published by the European Commission in 2002. However, the publication of this document gave the definitive impulse for the start of the Spanish debate on CSR. After this initial impulse, the debate rapidly developed into a consolidated field of discourse. This field is the object of the present paper.

Here, we seek to elaborate on a concept of corporate social citizenship viewed as a “field of discourse”, which is being produced by an epis-
temic community, at Spanish yet also at a global level. Thus, we seek to depict the contours of the Spanish discourse on CSR, researching its evolution over the last 5 years. We focus on its main actors, the central topics on its agendas, the conflicts that are appearing, and how they are being dealt with. In order to achieve these objectives, we focus primarily on the transcription of 61 speeches made by different takeholders at the Spanish Parliament during 2005. This initiative of the Spanish Parliament is unique of its kind. A special sub-commission was created to discuss the role that Spanish public institutions should play regarding corporate social responsibility. Sixty-one experts from different areas (academia, business, trade unions, and NGOs) were invited to present their views on CSR. Members of the sub-commission had the opportunity to discuss with these experts the nature, limits, results and evolution of CSR, seeking with special interest their opinions on the role that the Spanish Government should play in the consolidation of CSR in Spain. The thesis of this paper is that through an exhaustive analysis of the transcriptions of these interventions at the Spanish Parliament, we can identify who constitutes the Spanish epistemic community on CSR. We can also trace the main contours of this field of discourse, to identify the main actors in its development (particularly, of course, on the binding point between CRS and government) and the main issues discussed, as well as the “hot topics”. The presentation will also locate the uniqueness of this debate generated in parliament within the context of the wider Spanish debate on CSR.

Díez Piñol, Miriam
Dolan, Simon
Sierra Olvera, Vicenta

Personal and organisational determinants of well-being at work: The case of Swedish physicians

Díez Piñol, M.; Dolan, S.; Sierra Olvera, V.; Cannings, K.
International Journal of Health Care Quality Assurance
Vol. 21, no. 6, 10/2008, p. 598-610

The traditional perspective in the occupational and organizational psychology literature aimed at understanding well-being, has focused almost exclusively on the “disease” pole. Recently, however, new concepts focusing on health are emerging in the so-called “positive psychology” literature. The purpose of this paper is to test multiple possible linkages (or profiles) between certain personal, organization-al, and cultural variables that affect both burnout and vigor. Burnout (disease) and vigor (health) are assumed to represent two extreme poles of the well-being phenomenon. An innovative statistical treatment borrowed from data mining methodology was used to explore the conceptual model that was utilized. A self-administered questionnaire from a sample of 1,022 physicians working in Swedish public hospitals was used. Standardized job/work demands with multiple items were employed in conjunction with the Uppsala Burnout scale, which was dichotomized into high (burnout) and low (vigor) score. A combination of ANOVAs and “classification and regression tree analyses” was utilized to test the relationships and identify profiles. Results show an architecture that predicts 59 percent of the explained variance and also reveals four “tree branches” with distinct profiles. Two configurations indicate the determinants of high-burnout risk, while two others indicate the configurations for enhanced health or vigor. In addition to their innovative-added value, the results can also be most instrumental for individual doctors and hospitals in gaining a better understanding of the aetiology of burnout/vigor and in designing effective preventative measures for reducing risk factors for burnout, and enhancing well-being (vigor).

Dolan, Simon
Raich, Mario

The great transformation in business and society: Reflections on current culture and extrapolation for the future

Cross Cultural Management: An International Journal
Vol. 16, no. 2, 04/2009, p. 121-130

The purpose of this is to trace the current changes in business and society and identify the forces that shape the new landscape. It is argued that any attempt to continue business as usual is doomed to fail. The paper describes the change of paradigms that is taking place, and calls for respective alignment of business and political leaders. It further proposes that failure to perceive the changes or to take action, will lead to catastrophic consequences for people, organizations and society. The paper concludes that there is a great need to change the fundamental principles of society away from dominance towards partnership and care; to change the fundamental paradigms which have stimulated the economy for centuries away from growth, towards transformation, to change the fundamental values underlying business from financial gain towards balanced values. The impact on economy and business would be far-reaching, shifting their roles to focus on the real needs of people and society.

Giménez Thomsen, Cristina

e-SCM: Internet’s impact on supply chain processes

Giménez Thomsen, C.; Lourenço, H. R.
International Journal of Logistics Management

The purpose of this paper is to analyse the interaction of two topics: supply chain management (SCM) and the internet. Merging these two fields is a key area of concern for contemporary managers and researchers. They have realised that the internet can enhance SCM by making real time information available and enabling collaboration between trading partners. A literature review in prestigious academic journals in Operations Management and Logistics has been conducted for the period 1995-2005. The objective is to collect, organise and synthesise existing knowledge relating to SCM and the internet. The paper describes the impact that the internet has on the different processes that SCM embrace. The literature review undertaken on the topic has shown that e-SCM has been acknowledged as an outstanding topic in the supply chain literature in the most prestigious operations management and logistics journals, especially after year 2000. The main topics have been e-procurement, e-fulfilment and information flows. The value of this paper is to define e-SCM, to analyse how research in this area has evolved during the period 1995-2005 and to identify some lines of further research.

Giménez Thomsen, Cristina

Oral communication capabilities of governmental purchasers in the USA

Large, R.; Giménez Thomsen, C.; McCarthy, D.
Journal of Public Procurement
Vol. 9, no. 2, 06/2009, p. 196-220

The main purpose of this paper was the evaluation of previous German and Spanish research conducted related to oral communication capability in a different cultural surrounding. In order to test the validity of the European findings, a new sample was drawn using membership data of the U.S. based National Institute of Governmental Purchasing. The results of this paper corroborate that oral communication capability is a construct consisting of three dimensions. The model obtained in Europe for managers from private sector purchasers is
also applicable in the USA for public purchasers. Furthermore, European results proposed four distinct types of communicators, while in the USA two additional groups of purchasers were found. Nevertheless, there is limited evidence for demographic or cultural influences on the oral communication capabilities of purchasers.

**Lingham, Tony**
**Richley, Bonnie**
**Serlavós Serra, Ricard**

**Measuring and mapping team interaction: a cross-cultural comparison of US and Spanish MBA teams**

*Cross Cultural Management: An International Journal* Vol. 16, no. 1, 01/2009, p. 5-27

The purpose of this paper is four-fold: to highlight the emerging stream of team interaction in research; to present a methodology to measure and map out team interaction; to compare team interaction between US and Spanish MBA teams so as to identify any differences between the two cultures; and to propose team interaction focused programs in educational institutions and organizations.

**Lozano Soler, Josep Maria**

**CSR or RSC? (Beyond the Humpty Dumpty syndrome)**


Corporate social responsibility (CSR) has often been presented as a challenge for management. This is due to the fact that the CSR debate has been associated with the business practices that are linked to it. But CSR is also an approximation to the business practices that require us to question the underlying corporate business model. Therefore, as it deals with a company's business model, the term CSR at once reveals its potential and its limitations. The ambiguity of the term “social” and the risk of not combining this with the term “economic” is by no means less significant: neither is the diversity of interpretations and approaches allowed by the term “social”. Using the words of the Lewis Carrol character, Humpty Dumpty, as a metaphor—according to which a word’s meaning depends on the power of the person who uses it— the purpose of this paper is to propose a shift away from talking in terms of CSR (corporate social responsibility) to talking in terms of responsible and sustainable corporation (RSC).

The intention is not to become bogged down with questions of semantics of terminology but, rather, to bring about a change in emphasis. The author intends this to be a means of considering a more relational vision of the company (in other words, a relational corporation), taking as the point of departure the company's relationships with stakeholders. The paper proposes an analysis of the stakeholder relationship which is not reduced to mere relationship management. Once these relationships have been established, it can be highlighted how, in each of them, the existence of economic, social and environmental dimensions can be investigated and, as a result, how these dimensions can be integrated into management. This means that the integration process should be translated into a vision of CSR (or, as is suggested, of RSC: responsible and sustainable corporation) at the same time as being a transversal management approach and an axis of corporate identity and of understanding the company as a project. The paper proposes a change of emphasis regarding the approach to CSR. The aim of the paper is to contribute towards preventing the CSR debate from becoming blocked by debate on the scope of the term “social”. It should be put forward directly in terms of business strategy, in order for CSR not to be reduced to a set of business practices but for it to become part of the vision of the company, leading to the proposal of responsible and sustainable corporation.

**Martell Sotomayor, Janette**

**Socially responsible business schools: Collective stakeholders voices demand urgent actions**

*Journal of the World Universities Forum* Vol. 1, no. 6, 12/2008, p. 115-126

During forty-nine years, urgent calls to action have been addressed to business schools for accomplishing a socially responsible management education. The purpose of this paper is to understand the nature of these demands and what they recommend for business ethics and social responsibility education. Therefore, the following questions will be addressed: (1) Is the feedback from stakeholders, regarding education in business ethics and social responsibility, persuading deans to develop criteria for change? (2) Are the accreditation requirements of AACSB an adequate response to the current trends, challenges and vocalized need for improved business ethics and social responsibility education in business schools? Findings indicate that the great amount of declarations, demands, publications, and surveys, evidence that the majority of stakeholders are insisting on the integration of business ethics and social responsibility education in the curricula. Debate resides only on the form of implementation, but the amount of feedback that has been generated does undoubtedly enable Deans to decide positively on the changes that are necessary for the transformation of the curricula. The voices of faculty, their moral leadership and commitment are essential to transform curricula, include a course in conceptual foundations of business ethics, and embed business ethics and social responsibility in the curricula and research. Additional findings indicate that the AACSB's standards are not responding adequately to the current trends, challenges and demands of business ethics and social responsibility in business schools, and it is fundamental that their accreditation policies be modified because it is the most capable institution for influencing business schools. The implications of these findings are discussed.

**Martí Ripoll, Margarita**

**Organizational Leadership: Motives and Behaviors of Leaders in Current Organizations**


Organizational leadership is fundamental for the working and development of current organizations. It helps members of an organization to face transcendental challenges. One of the fundamental aspects of leadership is their personal characteristics and behaviour as perceived by their co-workers. Although research has established a relationship between these components, findings have failed to come up with any congruent evidence and further to this the organizations and contexts used are from several decades ago.

This article, which forms part of the international GLOBE project, analyses the relationship between motives and behaviour as perceived by co-workers in organizations, using quantitative and qualitative methods and including technological innovations. Using samples from 40 corporate directors and 84 of their co-workers, from different companies, it confirms how the main motives of leaders (power, affiliation and achievement) are related to different behavioural patterns (power to authoritarian, non-dependent and non-social-skill behaviours; affiliation to relationship and dependent behaviours, and achievement to proactive behaviours). It discusses the results with relation to traditional research and suggests practical measures and proposals for future investigations in this area.
Research Yearbook 2008-2009

Marzal Yetano, Elia
Propuesta teórica y metodológica para el estudio comparado del derecho de inmigración
Revista Crítica de Derecho Inmobiliario
Vol. 74, nº 709, 09/2008, p. 2073-2098
Este artículo pretende ser una propuesta teórica y metodológica para el estudio comparado del Derecho de la inmigración. La inmigración representa hoy un elemento estructural en casi todos los países industrializados y, en última instancia, un fenómeno que transforma radicalmente las bases de los Estados modernos, al expresar la necesidad de superar los límites inherentes a la idea de “nacional”, así como las dificultades que lo “no nacional” plantea para el razonamiento jurídico tradicional. La propuesta que aquí se realiza parte de la constatación de esa transformación: los mecanismos de protección de derechos han acabado haciendo posible la consolidación de un estatus jurídico-constitucional de los extranjeros que no parecía previsible a la luz de la tendencia restrictiva iniciada con la crisis económica de 1973. Así, lo que este artículo propone no es tanto el análisis de la regulación existente en materia de inmigración, como del proceso de construcción progresiva de esa protección de los extranjeros. Y para ello plantea acudir al instrumento judicial (fuerte ante el caso concreto y flexible para poner remedio a la falta de soluciones jurídicas precisas y definitivas), al método comparado (que además de mostrar las diferentes respuestas dadas por los ordenamientos nacionales, reflexiona sobre los distintos caminos seguidos para llegar a soluciones en muchos casos parecidas en sus resultados), así como a dos categorías conceptuales (los derechos precarios y emergentes, que reflejan la tendencia oscilante y dividida de los tribunales ante el fenómeno de la inmigración).

Montaña Matosas, Jordi
An extension and further validation of a community-based consumer well-being measure
Journal of Macromarketing
Vol. 28, no. 3, 09/2008, p. 243-257
The goal of this study is to extend the research and further validation of Lee and colleagues’ measure of community-based consumer well-being. The measure is based on the notion that consumers experience well-being to the extent that they are satisfied with local marketplace experiences related to (1) shopping for desired consumer goods and services in the local area, (2) preparing locally purchased consumer durables for personal use, (3) consuming locally purchased goods and services, (4) owning consumer durables purchased in the local area, (5) using repair and maintenance services in the local area, and (6) using selling, trading-in, and disposal services in the local area. Data were collected from ten localities in nine countries/states (California, Minnesota, Canada, Australia, Spain, Germany, Switzerland, Turkey, Egypt, and China) using the mall intercept method. The data provided support for the predictive/nomological validity of the measure by providing empirical support for the relationship between the consumer well-being construct and other well-being constructs such as life satisfaction.

Murillo Bonvehí, David
Lozano Soler, Josep Maria
Pushing forward SME CSR through a network: an account from the Catalan model
Business Ethics: A European Review
Vol. 18, no. 1, 01/2009, p. 7-20
This text presents the results of a regional project on the promotion of CSR in SMEs in Catalonia. The document is based on the approach of the practitioner promoting the establishment of a working network with intermediate organisations, and creating specific tools for the purpose. The study is set up as a case study, emphasising inclusion, representativity and legitimacy, as key elements for the successful construction of a network to promote CSR in SMEs. The article is presented in the form of a descriptive and theoretical contribution. It emphasizes the great need for progress in coordinating the growing number of initiatives fostering CSR in SMEs and points out the need to fully develop working in networks as a means of clarifying and organising the increasing proliferation of tools and documents in support of SMEs. As well as a brief account on the material results to be explored in further articles, the study concentrates on the process of network functioning, and the need to set up a working group that more closely responds to the concept of deliberative democracy than to the ethics of a discourse where inclusion is the basic feature of the deliberation process. The authors are convinced that this study may compensate for the serious lack of academic texts on how to work in networks to foster CSR. This need is all the more imperative when dealing with companies whose size restricts their ability to engage with the CSR discourse without external support from other organisations to channel their efforts.

Parada Balderrama, María José
Gimeno Sandig, Alberto
Alemany Gil, Maria Luisa
Capital riesgo y empresa familiar:
¿Es posible la sinergia?
Revista Española de Capital Riesgo
Nº 2, 07/2009, p. 17-28
Las empresas familiares representan una vasta mayoría de empresas y contribuyen en gran medida a la generación de puestos de trabajo y al desarrollo de los países. De ahí la importancia de entender cuáles son las claves de su competitividad y cómo se puede mejorar esta competitividad. En este sentido, las empresas de capital riesgo pueden jugar un papel significativo en el apalancamiento de dicha competitividad, dadas las posibles sinergias que se pueden crear. El artículo incluye un análisis de cuáles son los factores clave de competitividad de las empresas familiares y cómo las empresas de capital riesgo pueden aportar valor en cada una de estas dimensiones que coadyuven al éxito de las empresas familiares.

Pless, Nicola Manuela
Maak, Thomas
Responsible leaders as agents of world benefit: Learnings from “Project Ulysses”
Pless, Nicola Manuela; Maak, Thomas
Journal of Business Ethics (2008 IF=1.023)
Vol. 85, Supplement 1, Febrero 2009, p. 59-71
There is widespread agreement in both business and society that MNCs have an enormous potential for contributing to the betterment of the world (WBCSD: 2006, From Challenge to Opportunity. in L. Timberlake (ed.), A paper from the Tomorrow’s Leaders Group of the World Business Council for Sustainable Development). In fact, a discussion has
evolved around the role of “Business as an Agent of World Benefit.” At the same time, there is also growing willingness among business leaders to spend time, expertise, and resources to help solve some of the most pressing problems in the world, such as global warming, poverty, HIV/AIDS, and other pandemics. One example of business leaders engagement in citizenship activities is PricewaterhouseCoopers’ (PwC) leadership development program called “Project Ulysses” which we present and discuss in this article. Using a narrative approach we ask: “What can business leaders learn from selected Ulysses narratives for acting as agents of world benefit and with respect to engaging responsibly in the fight against some of the most pressing social problems at the local level?” Our contribution is organized as follows. We begin the article with a brief discussion on the role of business leaders in the fight against world’s social problems and address some areas of concern as to whether or not business leaders should play a role in fighting these global issues. We then introduce “Project Ulysses” which takes place in cross-sector partnership in developing countries. Following an overview of the research methodology we present four Ulysses narratives which tell us about learnings in the light of fundamental human problems, such as poverty and misery. Each story is analyzed with regard to the above question. We conclude the article by summarizing key lessons learned and some recommendations for business leaders as agents of world benefit.

Rodrigo Ramirez, Pablo Arenas Vives, Daniel

Do employees care about CSR? A Typology of Employees According to Their Attitudes

This paper examines the employees’ reactions to the Corporate Social Responsibility (CSR) programs at the attitudinal level. The results presented are drawn from an in-depth study of two Chilean construction firms that have well-established CSR programs. Grounded theory was applied to the data, prior to the construction of the conceptual framework. The analysis shows that the implementation of CSR programs generates two types of attitudes in employees: attitudes towards the organization and attitudes towards society. These two broad types of attitudes can then be broken down into four different categories: acceptance of the new role of the organization, identification with the organization, importance attached to the work performed and a sense of social justice. In turn, each of these categories is a grouping of many different concepts, some of which have at first sight little to do with CSR. Finally, the analysis reveals an attitudinal employee typology that can be established following the implementation of CSR programs: the committed worker, the indifferent worker and the dissident worker.

Romero Velasco, Margarita Wareham, Jonathan D.

Just-in-time mobile learning model based on context awareness information
IEEE Learning Technology Newsletter Vol. 11, no. 1-2, 04/2009, p. 4-6

In urgent situations, the value of mobile learning is not only ubiquitous, perpetual availability, but just-in-time learning based on context awareness information and guidance. Our proposed contribution is a model based on mobile-aware services that adapt to the learning environment, embracing contextual information, mirroring levels, guidance, and metacognitive support adaptable to learner self-regulation in specific crisis situations.

Ruiz Vegas, Francisco Javier Agell Jané, Núria

IDD: A supervised interval distance-based method for discretization
Ruiz Vegas, F. J.; Angulo Bahón, C.; Agell Jané, N. IEEE Transactions on Knowledge and Data Engineering Vol. 20, no. 9, 09/2008, p. 1230-1238

This article introduces a new method for supervised discretization based on interval distances by using a novel concept of neighbourhood in the target’s space. The method proposed takes into consideration the order of the class attribute, when this exists, so that it can be used with ordinal discrete classes as well as continuous classes, in the case of regression problems. The method has proved to be very efficient in terms of accuracy and faster than the most commonly supervised discretization methods used in the literature. It is illustrated through several examples and a comparison with other standard discretization methods is performed for three public data sets by using two different learning tasks: a decision tree algorithm and SVM for regression

Saz-Carranza, Ángel Serra Martín, Albert

Institutional sources of distrust in government contracting: A comparison between home-based and residential social services in Spain

This interview-based study explores trust in public/private co-operation by addressing the research questions: What are the main sources of distrust in public-private contracting? And why? We compare two Spanish social services subfields: one with high levels of cross-sector distrust and another one with low distrust between public and private sectors. We conclude that the sources of the identified cross-sector distrust are institutional: insufficient regulation and legislation, lack of business certification, and low local government administrative capacity. The article is a pioneering exploration of the under-researched theme of institutional distrust and its effect on public-private cooperation management.

Solanas Pérez, Antonio Sierra Olivera, Vicenta

Random assignment of intervention points in two-phase single-case designs: Data-division-specific distributions

The present study explored the statistical properties of a randomization test based on the random assignment of the intervention point in a two-phase (AB) single-case design. The focus is on randomization distributions constructed with the values of the test statistic for all possible random assignments and used to obtain p values. The shape of those distributions is investigated for each specific data division defined by the moment in which the intervention is introduced. Another aim of the study consisted in testing the detection of inexact effects (i.e., production of false alarms) in autocorrelated data series, in which the assumption of exchangeability between observations may be untenable. In this way, it was possible to compare nominal and empirical Type I error rates to obtain evidence on the statistical validity of the randomization test for each individual data division. The results
suggest that, when either of the two phases has considerably fewer measurement times, Type I errors may be too probable and, hence, the decision-making process to be carried out by applied researchers may be jeopardized.

**Suárez Barraza, Manuel Francisco**

**Smith, Tricia**

**Lean-kaizen public service: an empirical approach in Spanish local governments**

Suárez Barraza, M. F.; Smith, T.; Dahlgaard-Park, S. M.

The TQM Journal

Vol. 21, no. 2, 2009, p. 143-167

Recently, the operations management academic literature has seen articles focusing on the transfer of “lean” thinking or kaizen concept from the private to the public sector. In Spain, during the last 15 years, some local councils have also followed similar improvement initiatives sometimes under the umbrella of “global quality programmes” trying to support continuous process and service improvement. The research question for this article is: How is lean-kaizen applied in local councils in Spain? The aim is to shed light on how lean thinking is applied in order to improve those services provided to the public by local councils by describing empirical studies in specific Spanish contexts.

The case study approach was adopted in this research. The research design conducted was of the longitudinal and retrospective type. The results of the empirical evidence show that three techniques related to lean-kaizen have a direct effect on the processes and management systems in local councils. The three techniques are: 5S, Gemba kaizen workshops and process mapping. These techniques improved the processes and quality of public services provided by the councils. These results suggest the first indications of documented lean-kaizen public service.

A review of the academic literature of lean thinking and kaizen concept indicates that the managerial application of the techniques in the public sector are few and far between and have been barely explored at the empirical level. The paper makes a contribution to the deeper understanding of the usefulness of applying lean-kaizen in local government in order to improve the processes and services provided to the public – the emergence of lean-kaizen public service.

**Solanas Pérez, Antonio**

**Sierra Olivera, Vicenta**

**Measuring and making decisions for social reciprocity**

Solanas Pérez, A.; Leiva Ureña, D.; Sierra Olivera, V.; Salafraza Cosials, L. 

Behavior Research Methods (2008 IF=1.737)

Vol. 41, no. 3, 08/2009, p. 742-754

Social reciprocity may explain certain emerging psychological processes likely to be founded on dyadic relations. Although indexes and statistics have been proposed to measure and make statistical decisions regarding social reciprocity in groups, these tools were generally developed to identify association patterns rather than to quantify the discrepancies between what each individual addresses to his or her partners and what is received from those partners in return. Additionally, social researchers’ interest extends beyond measuring groups at the global level because dyadic and individual measurements are also necessary for proper descriptions of social interactions. This study is concerned with a new statistic for measuring social reciprocity at the global level and with decomposing that statistic in order to identify which dyads and individuals account for a significant part of asymmetry in social interactions. In addition to a set of indexes, some exact analytical results are derived, and a way of making statistical decisions is proposed.

**Suárez Barraza, Manuel Francisco**

**Bou Alameda, Elena**

**Finding standards, routines and non-routines in Toyota Production System (TPS): Standardization without standardization?**

Suárez Barraza, M. F.; Bou Alameda, E.; Cataldo Franco, C.

Lean Manufacturing Journal-Reliable Plant Magazine

09/2008, p. 1-32

Organizational routines are central features of human organizations (Feldman, 2003). While recognized as an essential aspect of organized work, the study of organizational routines has been at the centre of an academic debate. On the one hand, routines are a well-known source of inertia (efficiency focus) (Gernick & Hackman, 1990). On the other hand, some contributions have argued that organizational routines can also be an important source of flexibility and change (Feldman, 2000).

Taking the routine’s debate into account (efficiency versus flexibility), we argue that routines can change be flexible, while at the same time being a strong platform of homogeneity. In this participatory research we accompanied practitioners in the application of process improvement methodologies during a six-month stay. Based on this empirical study, we propose a macro and micro theory framework using a metaphor: a ship and an anchor. This metaphor helps us to explore the nature of phenomena at one of the Toyota plant (standardization without standardization).
Valls Giménez, Josep Francesc
Factores de éxito de las compañías de bajo coste
Revista de Estudios Turísticos
Nº 175-176, 2008, p. 59-79
El artículo analiza el fenómeno que se produce con la liberalización aérea en Europa a partir de 1997 a raíz del advenimiento de las compañías de bajo precio, las claves de éxito de su expansión, la evolución de la sensibilidad de los viajeros ante el precio, y los impactos que las compañías de bajo coste han producido en las compañías aéreas tradicionales, en los aeropuertos a los que vuelan y sus territorios inmediatos, en el sector turístico y en general en la sociedad europea. Acaba con el planteamiento de las perspectivas de futuro.

Valls Giménez, Josep Francesc
Sardà Borroy, Rafael
Percepción de los expertos sobre las implicaciones del cambio climático en las regiones turísticas euromediterráneas
Revista de Análisis Turístico
Nº 5, 11/2008, p. 46-65
El clima está cambiando y continuará cambiando como resultado del incremento de gases de efecto invernadero en la atmósfera. Hay muchas incertidumbres acerca de este cambio, pero los posibles efectos regionales que provoquen se cree serán profundos. La Industria del Turismo, altamente dependiente de la variable clima, deberá prepararse para anticipar las inevitables consecuencias que de ello se deriven; por tanto, definir cuáles son las implicaciones que para esta industria tienen los procesos derivados del cambio climático resultará indispensable para formular futuras estrategias. Mediante el método Delphi de convergencia se ha entrevistado a 70 expertos europeos en planificación turística para obtener resultados de su percepción acerca del impacto del cambio climático en la gestión turística. Los expertos turísticos perciben que el cambio climático se está ya produciendo y que provocará cambios en la conducta humana que afectarán a la industria; que pese a ello los flujos de turistas seguirán asimismo creciendo y que se deberá compatibilizar ambos procesos; que ello probablemente obligará a una mayor gestión integrada de los destinos turísticos y a pautas más responsables dentro del sector; que forzosamente no todas las consecuencias van a ser negativas sino que incluso nuestro país podría salir beneficiado al ser percibido como un destino refugio en competencia con otros más expuestos a estas variables. En cualquier caso, el cambio climático introduce aspectos complejos e inciertidumbres de futuro. Es por ello que poner en practicar medidas para anticiparse a las consecuencias negativas de los efectos del cambio climático es muy justificable y de hecho ya serían beneficiosas bajo las condiciones actuales.

Valls Giménez, Josep Francesc
Sardà Borroy, Rafael
Tourism expert perceptions for evaluating climate change impacts on the Euro-Mediterranean tourism industry
Tourism Review
Vol. 64, no. 2, 07/2009, p. 41-51
The purpose of this paper is to analyse perceptions among European tourism experts specialising in tourism planning regarding the impact that climate change may have on tourism management. The methodology used was the double convergent Delphi Method. A total of 70 European experts in tourism planning were surveyed to determine their opinions. Two focus groups of experts were organised, first to fine-tune the questionnaire before implementing the Delphi method and, second, to check the results afterwards.

Vilanova Pichot, Marc
Lozano Soler, Josep Maria
Arenas Vives, Daniel
Exploring the nature of the relationship between CSR and competitiveness
Journal of Business Ethics (2008 IF=1.023)
Vol. 87, Supplement 1, April 2009, p. 57-69
This paper explores the nature of the relationship between corporate social responsibility (CSR) and competitiveness. We start with the commonly held view that firm competitiveness is defined by the market. That is, the question of what are the critical competitiveness factors is answered by looking at how companies and financial analysts describe and evaluate a firm. To analyze this, we review the current state of the art on the relationship between CSR and competitiveness. Second, CSR criteria used by financial analysts is identified and compared with company valuation methods. Third, the results of a multi-stakeholder dialogue on CSR and competitiveness of the European financial sector are presented. As a conclusion, we argue that CSR and competitiveness relate through a learning and innovation cycle, where corporate values, policies and practices are permanently defined and re-defined. Thus, we propose that learning takes place as CSR is embedded in business processes, and that once it has been integrated, in turn, it generates innovative practices, and finally, competitiveness. At the end of the paper, we propose that CSR in practice consists of managing inherent paradoxes generated by the tension between CSR and business policies.

Wareham, Jonathan D.
Busquets Carretero, Xavier
Creative, convergent, and social: Prospects for mobile computing
Wareham, J. D.; Busquets Carretero, X.; Austin, R.
Journal of Information Technology (2008 IF=1.966)
Vol. 24, no. 2, 06/2009, p. 139-143
This paper highlights the over-arching themes salient in the rapidly converging mobile computing industry. Increasingly, the developers of mobile devices and services are looking toward exploratory, non-determinist or, user-driven development methodologies in an effort to cultivate products that consumers will consistently pay for. These include Design Thinking, Living Labs, and other forms of ethnography that embrace serendipity, playfulness, error, and other human responses that have previously rested outside the orthodoxy of technology design. Secondly, the mobile device is likely the world’s foremost social computer. Mobile vendors seeking to foster the production, propagation, and consumption of content on mobile devices are
increasingly viewing the challenge as a complex social phenomenon, not a merely a well-defined technology problem. Research illustrating these themes is presented.

**Wareham, Jonathan D.**

**Harnessing the power of autism spectrum disorder: Innovations case narrative: Specialisterne**

Wareham, J. D.; Sonne, I.

*Innovations: Technology, Governance, Globalization*  

Specialisterne employs over 50 consultants in areas such as software testing and data validation, over 75% of them are diagnosed with some form of ASD. They are the first organization that deliberately celebrates the strengths of autism (extreme attention to detail, excellent memory, and ability to concentrate and work very systematically) and harnesses these characteristics to perform specific tasks for prominent clients in the high-tech industry. The article explores the challenges in launching this form of social enterprise that competes at full market terms do work for such clients as CSC, Microsoft and Oracle.

**Wareham, Jonathan D.**

**Healthcare intermediaries in electronic markets: performance and choice of market entry mode**

Klein, R.; Wareham, J. D.

*Journal of Electronic Commerce Research*  
Vol. 9, no. 4, 12/2008, p. 243-259

Operational inefficiencies as well as disparate standards and administrative processes plague the U.S. healthcare industry despite its size and significance. In response, a novel breed of electronic health-care intermediaries has evolved aiding providers, patients, and other market participants in negotiating more consistent and efficient operations. Intermediation theory posits that intermediaries engage in four distinct functional roles, specifically: (1) information management, (2) logistics management, (3) transaction securitization, and (4) insurance/market making and liquidity management. Employing data from 58 U.S. electronic healthcare intermediaries this research examines how the provision of these functions relates to firm performance and choice of electronic market entry mode. We find the provision of logistics management and, to a greater extent, insurance/market making and liquidity management to be associated with greater firm performance. In addition, we see firms engaged in insurance/market making and liquidity management activities demonstrate a propensity for direct entry and acquisitions in the pursuit of electronic market initiatives. By contrast, healthcare intermediaries offering transaction securitization services employ direct entry and joint ventures. We conclude by reflecting on the significance of these findings for the management of intermediaries within and outside of the healthcare industry.

**Wareham, Jonathan D.**

**Living Labs and open innovation: Roles and applicability**

Almirall Mezquita, E.; Wareham, J. D.

*The Electronic Journal for Virtual Organizations and Networks*  
Vol. 10, no. 3, 09/2008, p. 21-46

Last decades and especially since the massive generalization of web 2.0, we have assisted to a blossoming of the role of users, either as generators of contents or as direct contributors in the innovation process. However these contributions are better characterized as lacking structure and governance making it difficult to actively build on them in terms of both business process and policy. On the other side, broadening the inflows of companies in the innovation process in order to capture the benefits of globalization poses a massive filtering problem: How to be aware, reach and select the right ideas. This problem, massive per se, becomes even greater if we include user contributions. Living Labs, small organizations that aim to capture users’ insights, prototype and validate solutions in real life contexts, aim to contribute to both problems providing structure and governance to the user involvement and methodologies and organizations to filter and sense user insights. This work aims to situate their contribution in the context of Open Innovation at micro level and in Systems of Innovation at macro level while providing insights on both where are there more effective and where their main limitations lie.

**Wareham, Jonathan D.**

**Parasitism and Internet auction fraud: An exploration**

Chua, C.; Wareham, J. D.

*Information and Organization*  
Vol. 18, no. 4, 10/2008, p. 303-333

Most research on Internet auction fraud focuses exclusively on the relationship between the con-artist and victim. However, the conartist and victim are situated in an ecology comprising the auction house, police, and auction community. This paper employs an ecological view to better understand the con-artist in the context of the auction. The “parasite” metaphor is developed as a way of building theory about Internet auction fraud. We begin by describing the parasite metaphor. We then introduce three theories from the parasitism literature, and demonstrate the insights these theories can produce. The first theory, the competitive exclusion principle, highlights how separate auction markets will evolve their own species or types of fraud. It also warns us that the elimination of fraud may be neither desirable nor feasible relative to constraining fraud to acceptable levels. The second theory details various parasite infection mechanisms to show that on-line fraud is composed of two processes; the actual deception and escape. Finally, the third theory, virulence theory, provides one way to predict how much harm a particular kind of fraud will cause to an individual victim. Virulence theory hypothesizes that con-artists only inhabit resource-rich environments, and the prevalence of fraud in Internet auctions is a reflection of their success (as opposed to being a contribution to their eventual failure). Virulence theory is also used to suggest that the auction infrastructure encourages low virulence vis-à-vis other kinds of fraud like the Nigerian letter fraud. The limitations of the parasite metaphor as well as its applicability to other forms of white collar malefeasance are also discussed.

**Wareham, Jonathan D.**

**Theoretical foundations of empirical research on interorganizational systems: Assessing past contributions and guiding future directions**

Robey, D.; Im, G.; Wareham, J. D.

*Journal of the Association for Information Systems*  
(2008 IF=1.836)  
Vol. 9, no. 9, 2008, p. 497-518

This paper guides the theoretical development of future research on interorganizational systems (IOS). We first assess past IOS research by reviewing and summarizing the findings of 51 empirical studies of IOS published in 11 IS journals between 1990 and 2003. This literature addresses three primary issues: (1) factors influencing organizational decisions to adopt IOS; (2) the impact of IOS on governance over economic transactions; and (3) the organizational...
consequences of IOS adoption. From our assessment of the findings and theoretical approaches taken in past research, we offer three recommendations for future research. First, the theoretical foundations of IOS research during this period are diverse, representing 17 different yet complementary theories. We recommend that researchers continue to diversify their theoretical approaches in order to address new research challenges. Second, we recommend that IOS researchers move beyond mere descriptions of IOS artifacts by engaging with IOS artifacts on theoretical grounds. Third, we identify and describe new theoretical directions for future IOS research in each of the main issue areas.

Zhang, Yingying
Dolan, Simon
Lingham, Tony
Altman, Yohanan
International strategic human resource management: A comparative case analysis of Spanish firms in China
Management and Organizational review - MORE
This study examines the role of human resources in strategy formulation processes in China’s emerging market. Employing a qualitative data driven thematic analysis, we present evidence collected from six comparative case sites of Spanish firms in China. Our findings suggest that high performing firms use a dynamic adaptive logic while lower performing firms use a static structural logic. A dynamic adaptive model of strategic human resource management is identified, emphasizing a fluid and informal process between strategy, human resources and international management.

Zhang, Yingying
Dolan, Simon
Learning from subsidiaries: The case of Spanish firms in China
Zhang, Y.; Dolan, S.; Sánchez Vidal, Mª E.
International Business: Research, Teaching and Practice
Academy of International Business-Southesat USA Chapter (AIB-SE)
The paper reviews the literature on learning and knowledge management, focusing on the context of learning relationships between headquarters and subsidiaries in international business. Research questions are addressed using a qualitative comparative case framework of two Spanish firms in China. Within its limitations, the results highlight the relevance of learning from subsidiaries in China, which is characterized by high market complexity and turbulence. Finally propositions are generated for future research.