ESADE
Ramon Llull University

Research
Yearbook 2010-2011

Research

Yearbook 2010-2011

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ESADE

Ramon Llull University

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2010-2011

Introduction

EUGÈNIA BIETO
Director General

It is with great pleasure that I present the 2010-2011 edition of the ESADE Research Yearbook. It contains a summary of the contribution to research made by the ESADE academic community over the past year, and includes research information, as well as details on knowledge creation and knowledge improvement in the areas of both management and law.

At ESADE, research aims to be rigorous, scientific and also socially relevant. In pursuit of these ends, we apply the highest intellectual and procedural standards to all aspects of research. This publication is, therefore, the result of a group effort of the highest calibre and with it we wish to underline our main responsibilities, as indeed those of any well-positioned academic institution: to conduct research and to teach with the objective of contributing to improving organisations and society.

As always, the ESADE Research Yearbook is aimed at the academic, business and legal communities. I trust that you will find it both useful and interesting and, on behalf of ESADE, I would like to thank you for consulting our Yearbook.

ALFONS SAUQUET
Dean, ESADE Business School

Intellectual contribution based on good research is the trait of an excellent business school. ESADE is quickly gaining stature as it develops its own voice and contributes to intellectual debate in the global arena.

Research output in the Business School has more than doubled over the last four years. The summary figures in the current RESEARCH YEARBOOK show that our faculty has consistently increased its intellectual contribution in all significant realms. Furthermore, the quality of the articles produced has improved by all criteria. As a consequence, the impact of the intellectual contribution of the business school has also increased.

Moreover, intellectual contribution based on good research fuels the quality of our programmes, and most importantly, makes the learning experience unique. Good learning experiences are intellectually challenging. Discussing new ideas and contrasting them with existing ideas and current practice always generates excitement.

In parallel, the Doctoral Programme in Management Sciences has gained a remarkable reputation for excellence and was recently awarded a quality mention by the National Quality and Accreditation Evaluation Agency (ANECA).

In sum, faculty in the Business School has taken advantage of the opportunities offered and displays the intellectual contribution coherent with the ambition of a first class business school.

ENRIC R. BARTLETT CASTELLÀ
Dean, ESADE Law School (URL)

This new edition of the *Research Yearbook* highlights the increasing effort made by the Law School faculty and research assistants to create and disseminate knowledge. This work, which consists not only of individual contributions but also those of one Institute and three research groups, enables us to progress towards a goal that is destined to be an ongoing process rather than a one-off objective. We are therefore already adjusting our priorities for next year, in order to focus on this goal and the best way to achieve it.

With regard to the working method, we shall try to consolidate the trend of encouraging and facilitating collaboration between different areas of knowledge, as well as with researchers from other universities, in order to achieve synergies that can enrich the results.

As for the contents, we shall endeavour to continue to offer papers of use to the legal profession, helping it provide a better service to society. The aim is to help provide legal solutions that address changing social needs, within the framework of the absolute pursuit of Justice and the primacy of Human Rights.

In announcing these objectives, I would like to encourage our professors, as well as those who support them in their research, to keep up the good work and to maintain the enthusiasm that has given rise to the excellent results presented in this Yearbook.

JONATHAN WAREHAM
Vice Dean of Research

It is always a pleasure to introduce the *ESADE Research Yearbook*. Once again, ESADE is proud to present the results of yet another year of substantial growth in all aspects of our research output, including quality and impact.

ESADE remains committed to addressing the most formidable research challenges in the management, legal and social sciences. Yet the results of these endeavours are of greatest value when shared with as broad an audience as possible. Consequently, ESADE is very proud to have launched its new *ESADE Knowledge Portal* at www.esadeknowledge.com. This is a multi-genre platform that allows the greater ESADE community to search and enjoy all of the useful content generated by ESADE. Not only does it include our entire portfolio of leading scientific research, but it also comprises alternative genres such as videos, blogs, books and teaching cases. There is little doubt that the evolution in information and communication technologies will continue to give rise to many different novel media genres. With the ESADE *Knowledge Portal,* we look forward to showcasing a wide variety of new forms of communication for many years to come.

Thank you for your interest in ESADE's research. We hope that this *Research Yearbook*, and now the ESADE *Knowledge Portal*, will be valuable resources that inspire you as an active participant in our evolution as an academic institution renowned internationally for the quality and impact of our research.

ESADE KNOWLEDGE PORTAL

Your gateway to the latest management & law knowledge

One-click access to all ESADE research

www.esadeknowledge.com

About the portal

The new portal **ESADE Knowledge** provides you with access to constantly updated intellectual contributions by ESADE faculty and research community from 2005 on, across a wide range of topics, publications and centres of excellence, all in accordance with the highest scientific and academic standards.

This innovative and dynamic interface is offered in two versions: one in Flash and the other in the more accessible HTML, for users connecting with mobile devices.

Aims of ESADE Knowledge

The main aims of **ESADE Knowledge** are:

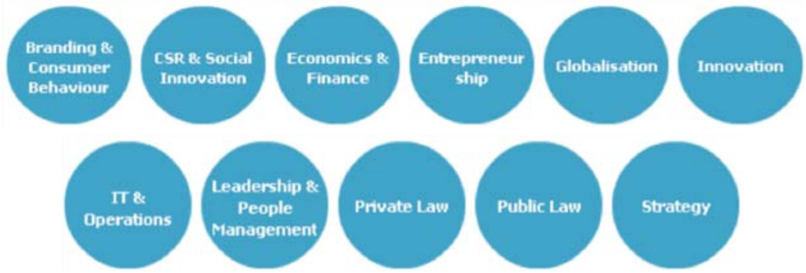
- To be a useful platform for researchers and scholars, students, and management and law practitioners
- To facilitate access to and dissemination of the knowledge and research outputs generated at ESADE, also taking into account currently relevant issues of social debate
- To help give greater visibility to ESADE faculty, researchers and centres of excellence

Structure

This new digital environment provides access to ESADE expertise through its topics, publications, blogs, videos, centres of excellence and experts, along with “Inspiring features” and “Sector tips”.

Topics

There are 11 key management and law topics, including entrepreneurship, corporate social responsibility, innovation, consumer behaviour, leadership and people management, strategy, economics and finance, and law.



Publications

Publications are classified according to their type or format: articles, books, book chapters, conference papers, monographs, working papers, PhD dissertations, etc.

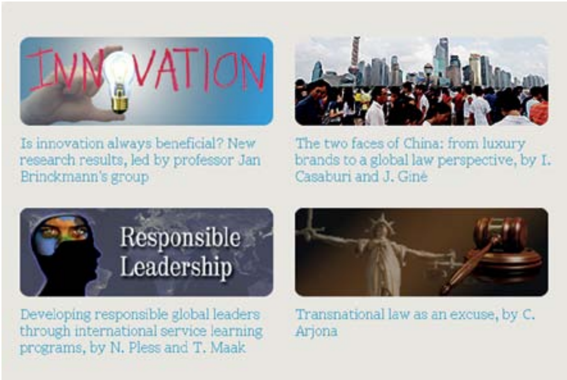
Centres of excellence and experts

The portal allows you to filter by the name of each centre of excellence to find out its publications, and also by the name of any ESADE expert.

- Filter by centre of excellence:

- Filter by advanced search of experts (authors):

Inspiring features
Cutting-edge thinking in easy-to-read and accessible language, helpful for daily decision making.



Sector tips
After 15 years as one of the pioneering portals in business information at a European level, **ESADE Guiame** is ending a cycle, and part of its content is evolving to become integrated into "Sector tips" in **ESADE Knowledge**, the ESADE new knowledge portal. This provides comprehensive and constantly updated snapshots of the best information sources on key business sectors such as:

Banking & finance	Life sciences
Energy & sustainability	Retail
ICTs	Third sector
Innovation	Venture capital

For each sector analysed, you will find: global data & rankings, associations, organisations & think tanks, reports & studies, and news & opinions.
If you are not a member of the ESADE community you can register free in order to access the content, and also to use the features of the private area of the portal.

Search tools

The portal allows you to retrieve information using various search options:

- **Simple search**

Quickly and easily, from the search box on the homepage.

- **Advanced search**

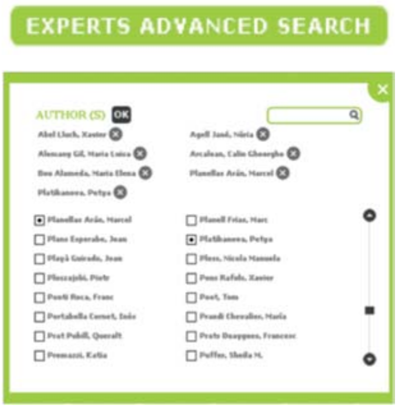
The advanced search allows you to combine different types of content and also to refine the search by date.

- **Search by spheres**

Combining the spheres of topics, publications and/or centres of excellence:

- **Search by expert (author)**

You can retrieve publications by several authors using the button “Experts advanced search” on the homepage of the portal.



RSS

ESADE Knowledge is a dynamic and customisable space where you can stay up-to-date with our RSS feeds, store and organise your selected items in folders, and save your favourite searches as RSS feeds.

ESADE Knowledge Bulletin

The portal has the option to suscribes a free quarterly newsletter that features spotlight articles, in-depth interviews and research highlights.

THE ORGANISATION OF RESEARCH: RESEARCH GROUPS, CENTRES, INSTITUTES AND CHAIRS

Research Groups

Business Network Dynamics Research Group (BuNeD)

The group's research focuses primarily on the study of how organisations establish, build and manage business networks with their partners and also on the dynamics involved in the development, growth and demise of such networks.

The group conducts analysis at different levels (group, company and sector), from a multidisciplinary perspective: operations; supply chain; information systems; marketing; organisational theory. The members of the group use both qualitative and quantitative methods and, in particular, lay emphasis on models and methods developed for social network analysis: multidimensional scaling; cluster analysis; graphic representation techniques; multilevel, redundant analysis.

Brand and Consumption Research Group (GRECOMAR)

GRECOMAR works on issues related with brand management and consumption, with the added value of adopting a transcultural approach to this area of research. As a result, the rationale of the group is: to understand the processes of creating and managing brands; to investigate the purchasing processes and use of brands by consumers; to incorporate a transcultural perspective of brand management and use. To achieve its aims, the group has been formed based on an interdisciplinary team that is organised around three research areas: brand management; consumer behaviour; international/transcultural marketing.

Economics and Finance Research Group (GREF)

This group promotes research in the fields of finance and economics, which cover a wide range of areas of macroeconomics, international economics, corporate finance, risk management and capital markets. GREF's main objective lies in facilitating the creation and dissemination of high-level research at ESADE and, at the same time, increasing its visibility and relevance to the academic community in general.

Its main areas of research are: market microstructure; accounting research in capital markets; corporate finance; credit risk; differences in productivity; growth and public policies; domestic and international spillovers.

Institute for Innovation and Knowledge Management (IIK)

The purpose of this institute is to understand the creation of knowledge and innovation. A cross-disciplinary team dedicated to understanding the sources, mechanisms and consequences of innovation: where it comes from; how it is diffused and adopted; and how it affects individual, social, and economic structures when in use. The main research topics include open innovation, scientific discovery and technology transfer, platform and ecosystem design, sustainable technologies and systems of use, open government and democratizing technologies, as well as a variety of trends within serious games, policy simulation, quasi-experimentation and socio-technical ethnography.

Linked to IIK, Learning, Knowledge and Organization Research Group (GRACO) is doing research on knowledge creation in the areas of research and innovation management; knowledge transfer; knowledge in organisations; research into inter-organisational relationships and networks.

Knowledge Engineering Research Group (GREC)

This research group includes researchers from ESADE and Universitat Politècnica de Catalunya. Since its inception, the group's multidisciplinary component has enabled it to work both in basic and applied research. Its main activity focuses on research and the development of techniques in the area of artificial intelligence.

The objectives of GREC's research at ESADE revolve around two axes: the development of methodologies related with artificial intelligence in unstructured environments (incomplete, imperfect and/or inaccurate); the application of these methodologies in related fields of decision making, finance and marketing.

Law and Family Research Group

There are on two major research lines inside the group:

New family models and their legal implications: reconstituted or step families; marriage, adoption and homosexuality; family protocol as a necessity in light of the new family models, and the young/elderly in current society.

Family mediation: An analysis of the current situation regarding family mediation in our country, potential interregional problems and the skills and competencies of family mediators.

Legal Guidelines and Social Change Research Group

The research group is devoted to field studies on social development in an area determined by the law, exploring empirical indices to diagnose the need, improvement or utility of the law in order to optimise individual and social results. Among other group research interests there are: the critical review of the role and value of traditional institutions for the law", the analysis of the different alternatives of the law with respect to social reality, including historical law and comparative law" and the study and advice on improving legal regulations and legal institutions in general.The group hosts the Observatory for Quality and Effectiveness of Laws (OCEL) to promote critical and neutral analysis of the legal system's maintenance and renewal.

Tourism Management Research Group (GRUGET)

This research group aims to create knowledge in the field of sustainable management for businesses and tourist destinations, and to promote exchanges between all the agents involved. The group is multidisciplinary and global in scope and, therefore, external collaborations are international. Its research areas include social marketing, innovation,
quality management and management indicators.

Transversely, its research is oriented towards the use of information systems, the economic impact on society and on the territory/region in question, and the use of innovative research methodologies such as qualitative reasoning.

Centres

Brand Centre

The purpose of the Brand Centre works on relevant issues and facilitates decision-making processes that affect brands. Doing that, with the use of solid research and analysis tools to provide practical and effective solutions. The Center also focuses on creating new knowledge on brands and their management, and on disseminating this knowledge among the business sector and academia. The centre's research covers two main areas: a more generalist approach to management and brand strategies, on the one hand, and thematic research into their specific application, on the other.

ESADE Center for Global Economy and Geopolitics (ESADEgeo)

The ESADEgeo Center aims to become an international benchmark in the study of economic globalisation and global governance The center produces research and practical knowledge, addressed the various social actors: governments, companies and civil society organizations. It also disseminates and creates opportunities for the application of that knowledge; aimed at institutional strengthening and developing the various actors' organisational capacities.

Leadership Development Research Centre (GLEAD)

The mission of the centre is to create new knowledge and insight that deepens the understanding of outstanding leadership and the competencies that support it and make people engage wholeheartedly at work.
The research lines are: Individual Emotional and Social Competencies, Group Emotional and Social Competencies, and Coaching and Development of Emotional and Social Competencies.

Observatory on Spanish Multinational Companies (OEME)

The OEME studies the opportunities and challenges affecting companies in advanced stages of internationalisation. It also aims to contribute towards identifying and disseminating 'good practices', working closely with the companies themselves, and is presented as an open platform for the exchange of experiences and knowledge between companies and institutions that promote foreign investment projects.

Institutes

ESADE Entrepreneurship Institute (EEI)

This institute promotes relevant and rigorous research in entrepreneurship. IIE focuses on eight areas of research, which are: entrepreneurship; female entrepreneurs; corporate entrepreneurship; corporate intrapreneurship; creativity; growth and internationalisation; entrepreneurial finance; family businesses.
Linked to IIE, the Research Group in Entrepreneurship (GRIE) aims to contribute to producing knowledge on entrepreneurship in the hope of promoting the creation of sustainable and innovative businesses.

Institute for Social Innovation (IIS)

The Institute for Social Innovation encourages and supports research aimed at promoting management skills in the third sector. Its various programmes focus on the study of three main lines: the integration of CSR into business strategy and the relationship with stakeholders; leadership and management of NGOs; social entrepreneurships.
The Research Group on Corporate Social Responsibility (GRRSE), linked to IIS, investigates the processes involved in strategically redefining the relations between company and stakeholders as the linchpin for the debate on corporate responsibility in society.

Institute of Forensic Evidence and Probative Law (IPDP)

The IPDP's aims are to analyze the theoretical and practical aspects of forensic evidence and probative law; to train professionals related with the Administration of Justice in forensic evidence and probative law; to provide informed opinion and propose criteria; to encourage research in this area.
The three main research lines are the following: one dedicated to the civil proceedings; a second line on new technologies used in probative law; and, most recently, the third one involved with criminal proceedings.
The IPDP publishes a quarterly magazine, *Cuadernos de Probática y Derecho Probatorio*.

Institute of Labour Studies (IEL)

This research unit focuses its activity on creating scientific and technical knowledge for work environments that facilitate the creation of added value based on individuals' knowledge.
IEL is working on the strategic line of how to produce a shift towards a knowledge society, using an employment model based on professional qualifications, quality of life, respect for the dignity of work and a sustainable growth environment.

Institute of Public Governance and Management (IGDP)

The Institute focuses its activity on government and public sector organisations. The Institute's lines of activity include public management training, research and social debate on different areas of management, and public administration.
This institute's mission is based on a marked commitment to innovation in the public sector in terms of modernising and improving public administrations.
The Research Group in Leadership and Innovation in Public Management (GLIGP), linked to IGDP, conducts research in the theoretical framework of governance, based on two major themes: public, democratic leadership to enhance institutional development; and the analysis of networks, transversality, collaborations and partnerships in innovation in governance.

Chairs

Chair in LeadershipS and Democratic Governance

This Chair takes up the challenge of studying and promoting innovative ways of leadership that are appropriate to our complex environments. It also studies leadership as a means of promoting progress, welfare and cohesion in contemporary society through a threefold entrepreneurial, social and political approach aimed at forging links between these three fields, in addition to analysing the respective institutional frameworks.
Many ESADE faculty members participate in this Chair, together with researchers and leading figures involved in business, politics and social initiatives.

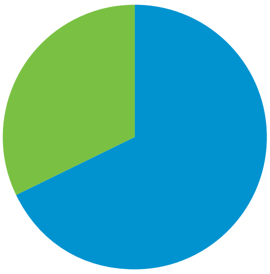
Future of Work Chair

The FWC main objective is to translate future trends in the world of work into core research, teaching and executive education activities. Also to help organizations transform their culture to support the new trends at work via the development of tools and methodologies to affect culture transformation. The chair will collaborate towards the development of new ideas for enhancing productivity and wellbeing in the new world of work (via research, debates, Talent Laboratory Forum, and other initiatives), and aims to create a global network/consortium with global business leaders, academics and political leaders.

ESADE Research Figures

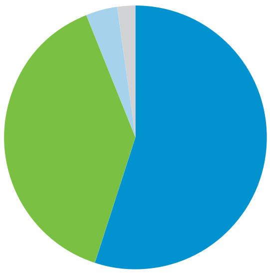
Projects

Type of Funding



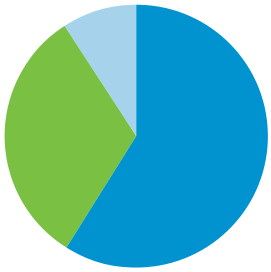
68% non competitive
32% competitive

Source of Funding



55% Private
39% Public
4% Public/ private
2% Internal

Scope



59% National
32% International
9% European

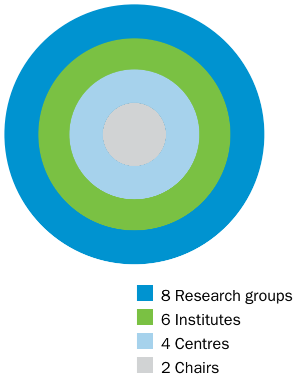
Esade Academy Output

PUBLICATION / YEAR	2007-2008	2008-2009	2009-2010	2010-2011
ARTICLES IN REFEREED JOURNALS	43	45	61	70
ARTICLES IN OTHER RELEVANT JOURNALS	19	35	44	37
BOOKS	27	37	28	37
BOOKS CHAPTERS	56	35	48	86
CONGRESS CONTRIBUTIONS AND CONFERENCE PROCEEDINGS	68	77	83	93
CONFERENCES AND INVITED LECTURES	134	139	101	96
WORKING PAPERS	2	3	7	25
CASES AND TECHNICAL NOTES	8	20	25	17
BOOK REVIEWS	5	2	3	3
MONOGRAPHS	4	10	8	9
PHD THESES	9	9	13	13

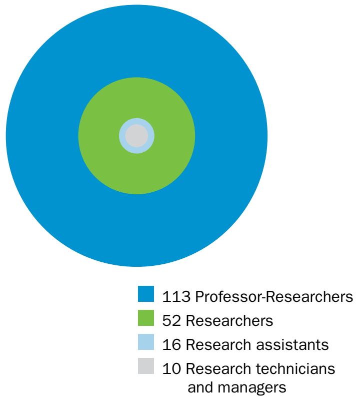
ESADE Publications with Impact Factor

YEAR	ARTICLES IN REFEREED JOURNALS	ARTICLES WITH IF	% IF ARTICLES	AVERAGE IF
2006-2007	33	9	27%	0,73
2007-2008	44	6	14%	2,72
2008-2009	45	15	33%	1,16
2009-2010	61	35	57%	2,00
2010-2011	70	31	44%	1,70

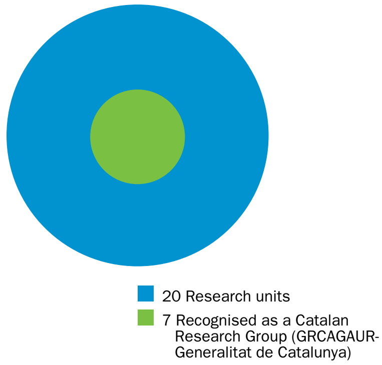
ESADE Research Units



ESADE Research Units participants



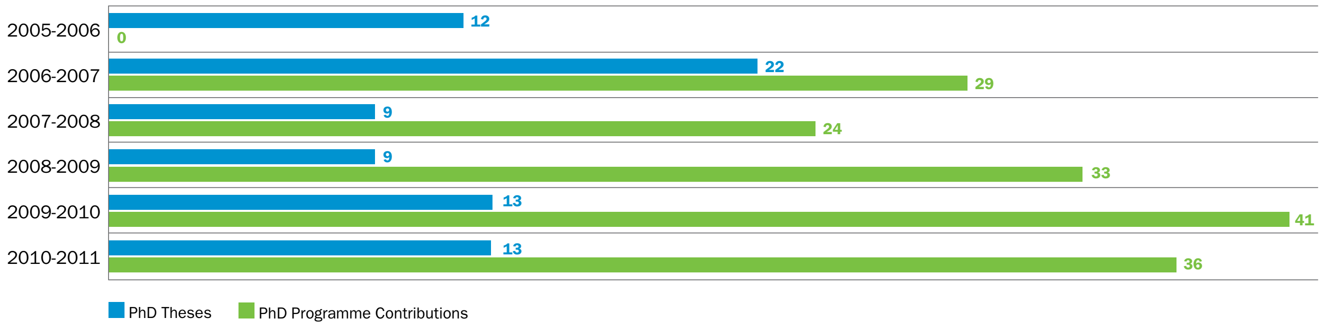
ESADE Research Units Distribution



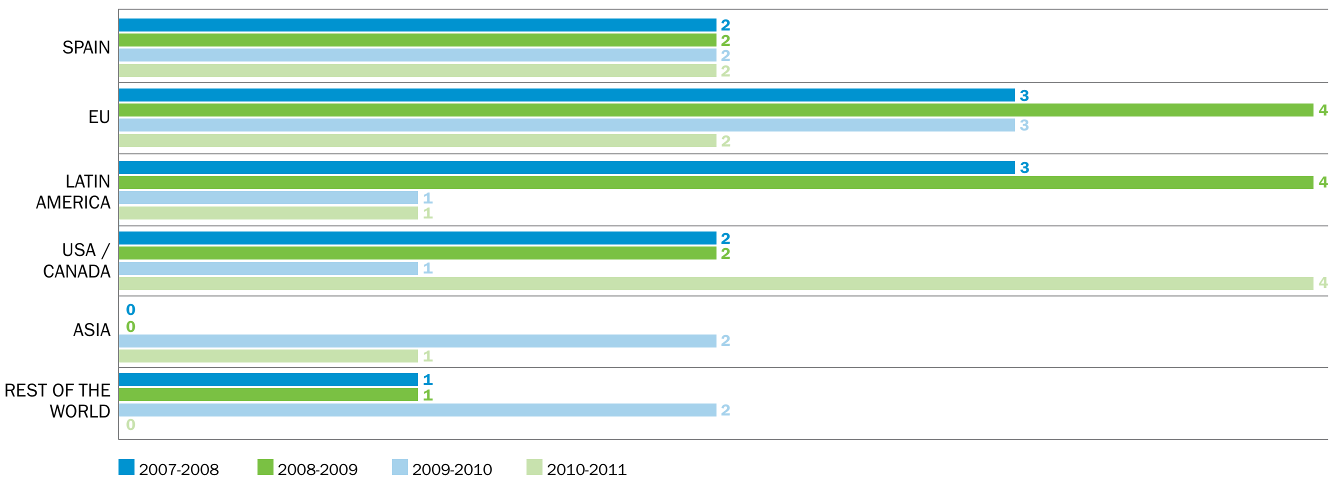
Funding

SOURCES OF FUNDING	2007-2008	2008-2009	2009-2010	2010-2011
TOTAL RESEARCH PUTLAY	**4.730.000 €**	**4.541.000 €**	**7.632.000 €**	**7.367.000 €**
EXTERNAL FUNDING	2.790.000 €	2.732.000 €	4.875.000 €	4.664.000 €
IN-HOUSE FUNDING	1.940.000 €	1.809.000 €	2.757.000 €	2.703.000 €
% EXTERNAL FUNDING	59%	60%	64%	63%
% IN-HOUSE FUNDING	41%	40%	36%	37%

PhD Theses



Geographic origin - PhD Programme candidates



7TH ANNUAL ESADE RESEARCH DAY

The 7th Annual ESADE Research Day took place on 30th June 2011 at ESADE Creapolis.

The objective of this annual event is to contribute – through celebration, socialisation and recognition – to ESADE's transformation into an academic institution that produces advanced research.

Just as research in general must serve to improve society, management research undertaken by business schools must yield improvements and advances in business management and, as a consequence, contribute to building a better society.

The challenges that companies must face in the coming years will have to be addressed by means of methodologies, systems and knowledge; and these, in turn, must be generated by research. Therefore, the theme of this year's ESADE Research Day was:

"The Challenges Facing Companies and Management Research Over the Next 20 Years". By bringing together more than 70 researchers from all of ESADE's research units and departments, the event promoted reflection on – and forecasting of – the major problems that companies and other organisations will have to solve in the coming years, as well as the solutions that research can provide for them. Some of these solutions are currently being generated as a result of ongoing lines of work and research projects in academia. Others, however, will have to be found through the launch of new research lines and programmes in the framework of research groups, institutes and other units at business schools.

The 7th Annual ESADE Research Day was divided into three debate sessions focused on three basic defining elements from the business world, and around which participants' reflections revolved:

1. Companies and Environment.
2. People and Companies, as well as the relationships derived from them.
3. Knowledge, Technology, Innovation and Companies.

Throughout the day, ESADE's Research Units displayed posters presenting their activities, projects and teams.

The event was officially opened by the *Generalitat de Catalunya* Secretary General of Universities and Research, Mr. Antoni Castellà, who is also ESADE's graduate. The opening ceremony has also the participation of the ESADE's Director General, Ms. Eugenia Bieto.

PhD PROGRAM

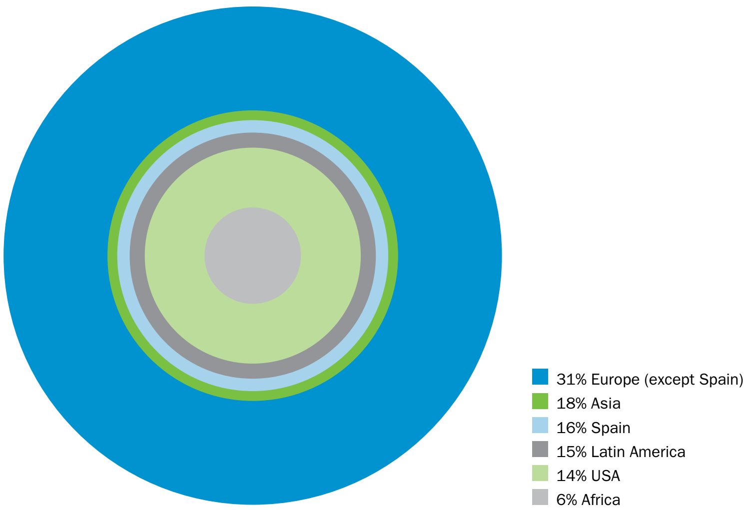
ESADE research-oriented programmes: Master of Research and PhD in Management Sciences

Professional openings calling for both academic and business profiles are becoming increasingly research-oriented.
ESADE Business School offers two research-oriented management programmes, open to graduates who wish to study the main trends in management sciences and research methodologies from a theoretical perspective. Both programmes provide rigorous training in research skills and methodology, enabling our graduates to become leaders in management research and education in their respective fields.

- **Master of Research in Management Sciences (MRes).** Full-time one-year programme (60 ECTS credits)
- **PhD in Management Sciences.** Full-time three-year programme

It is compulsory to have completed the Master of Research in Management Sciences (MRes) to be admitted to the PhD.
Both of ESADE's research-oriented programmes are designed to equip professionals with management training and a strong basis in theoretical management concepts and methodologies for basic and applied research.
Candidates on these research programmes are noted for their international and/or multicultural profiles, as can be seen in the following chart:

Breakdown of MRes students' origin for the 2007-08 academic year



Academic objectives:

1. To acquire a solid base in quantitative and qualitative research techniques.
2. To attain in-depth knowledge and a critical and creative overview of a specific management sciences research field.
3. To effectively and clearly communicate orally and in writing in research environments.
4. To be trained to manage research projects, groups and research-oriented institutions.
5. To be equipped to take on intellectually demanding positions in the main academic and research institutions in industry, consultancy and public services.

MRes and PhD programmes directly involved in ESADE research

ESADE is aware that the quality of a business school's PhD programme directly influences its reputation. Since the 2008-09 academic year, ESADE has been assigning all its MRes and PhD candidates to one of its research units for their research period. This ensures that doctoral dissertations follow ESADE research lines, and this has a direct effect on dissertation quality. Every year, each unit's research seminar includes close monitoring of the progress of all PhD candidates' research projects.

The following chart shows the distribution of current PhD candidates in research units.

RESEARCH GROUPS	1ST YEAR	2ND YEAR	3RD YEAR	+3RD YEAR
IIE	1.5	0	1	5
IGDP	0	0	1	
GREF	1	0	1	1
BUNED	2	0	0	0
IIK	2	2	2	1
GRECOMAR	0	2	0	0
IEL	1	2	1	2
IIS	1.5	2	2	1
GREC	1	0	0	2
GLEAD	0	2	1	1
MMRG	0	1	0	0

Breakdown of current PhD candidates by research group

Doctorate candidates' participation in research groups and their collaboration in research projects have significantly increased their contribution to ESADE's scientific production. As the following chart shows, this has meant a considerable increase in the visibility of our PhD programme in terms of the publication of its research results both at congresses and in international journals.

The PhD in Management Sciences programme has positioned itself as one of Spain's leading doctoral courses on management. The Spanish Ministry of Education has awarded ESADE its "Towards Excellence" distinction, which recognises doctoral degree courses at Spanish universities for their scientific, technical and educational excellence.

The assessment leading up to this designation of excellence, which will remain valid until the 2013-2014 academic year, took into account ESADE's scientific output over the past five years. The aspects analysed included the efficiency of dissertation management, the number and quality of publications derived from dissertations, the level of internationalisation of the research conducted – including the placement of doctoral students at foreign universities – and the participation of visiting lecturers.

SUPPORTING RESEARCH

Research allows us to generate new knowledge for society and tools that enrich our students and improve the competitiveness of our country's companies. Companies, organisations and individuals are supporting our educational project because they believe that an investment in ESADE is an investment in themselves and, at the same time, a great way to give back to society.

Thanks to all the individuals, companies and organisations that, through their economic support, help to make our research and educational projects possible:

COMPANIES AND FOUNDATIONS THAT HAVE CONTRIBUTED TO THE ESADE FUND

ACCENTURE
ACSA SORIGUÉ
AGROLIMEN
ARAMARK
BACARDI ESPAÑA
BANC SABADELL
BBVA
CAJA MADRID
CAPRABO
CATALUNYA CAIXA
CELSA GROUP TM
CEMENTOS MOLINS
COBEGA
COMSA EMTE
CRITERIA
DANONE
DELOITTE
ELECNOR
ENDESA
ERNST&YOUNG
ESADE ALUMNI
FREIXENET
FUNDACIÓ AGBAR
FUNDACIÓ PUIG
FUNDACIÓN DAMM
GAS NATURAL FENOSA
GRUPO CATALANA OCCIDENTE
GRUPO MAHOU SAN MIGUEL
GRUPO NOVARTIS EN ESPAÑA
GRUPO SANTANDER
HENKEL
IBERPOTASH
IBM
INCE
ISS FACILITY SERVICES
MERCER
METALOGENIA
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Research Output

Alemany Gil, Luisa

Capital riesgo filantrópico: generación de deal-flow y selección de proyectos

Scarlata, M. R.; Alemany Gil, L.
Revista Española de Capital Riesgo
M&A Businesshop
No. 2010/4, 10/2010, p. 55-61

El capital riesgo filantrópico es un nuevo modelo de financiación similar al capital riesgo pero que invierte en empresas sociales, es decir, aquellas empresas cuyo primer objetivo es la maximización del retorno social. Este artículo describe el proceso de generación de *deal flow* y las variables usadas en el proceso de selección de los fondos de capital riesgo. El análisis llevado a cabo, basado en el estudio empírico de una muestra representativa, indica que estos inversores utilizan mayoritariamente métodos proactivos en la búsqueda de inversiones, apoyándose en su red de contactos. Respecto al proceso de selección, el factor clave en la decisión es el perfil del emprendedor social.

Almirall Mezquita, Esteve
Wareham, Jonathan D.

Living Labs: Arbiters of mid- and ground-level innovation

Technology Analysis & Strategic Management
(2010 IF=1.040)
Taylor & Francis
Vol. 23, no. 1, 01/2011, p. 87-102

We perform a comparative case analysis of four working Living Labs to identify their common functions. Theoretically, we ground our analysis in terms of how they function, their processes of exploration and exploitation, where they work in the innovation strata, how new socially negotiated meanings are negotiated and diffused. Our research highlights four novel insights: first, Living Labs function at the low and mid level innovation strata; second, Living Labs are technologically agnostic; third, Living Labs use context based experience to surface new, socially constructed meanings for products and services; and finally, Living Labs are equally focused on exploration and explotation.

Ansotegui Olcoz, María Carmen

¿En qué consiste crear valor?

Harvard Deusto Finanzas & Contabilidad
Deusto
No. 98, 11/2010, p. 26-36

El objetivo de todo buen gestor es crear valor para el accionista. Pero ¿cómo se puede conocer el valor generado? Es un grave error confundir precio y valor. Éste último tiene una naturaleza distinta, no es observable y no es un dato preciso, aunque es susceptible de ser medido, a través de los modelos de valoración, que la autora analiza en el siguiente artículo. Si bien el resultado es una medida imprecisa, es muy útil para la toma de decisiones de inversión.

Boisot, Max

Connectivity, extremes, and adaptation: A power-law perspective of organizational effectiveness

Boisot, M.; McKelvey, B.
Journal of Management Inquiry
(2010 IF=1.283)
Sage
Vol. 20, no. 2, 01/2011, p. 119-133

Managers are often required to respond in adaptive ways to the threats and opportunities presented by rare, extreme outcomes. Given these, management scholars frequently face a stark choice: say something useful to practitioners using narratives in which dramatic effects are often achieved at the expense of academic rigor or maintain the latter by sacrificing practitioner relevance. Recent developments in complexity science offer a new perspective. The article distinguishes between the simplicities achieved by reductionism (equilibrium, law-like equations, linearity, and predictability) and the complexity triggered by initiating “butterfly events” — nonlinearity, scale-free causes, and power laws (PLs). Schema formation and adaptation within Gaussian and PL ontologies are framed in terms of Ashby’s law of requisite variety. Variety perceived to be requisite is sensitive to the type of ontological assumptions that are made. PL approaches to management inquiry focusing on rank/frequency distributions, fractal structures, and scale-free dynamics are outlined.

Boisot, Max

Working the system: Toward a theory of cultural and institutional competence

Boisot, M.; Child, J.; Redding, G.
International Studies of Management & Organization
M. E. Sharpe
Vol. 41, no. 1, 04/2011, p. 62-95

Globalization –assisted by new information and communication technologies (ICTs) –is believed to facilitate convergence to a market order. We examine this belief by distinguishing between cultures and institutions. The former generate semantic fields within which the latter emerge and with which they interact. We draw on a conceptual framework, the Information-Space (I-Space), to describe semantic fields, to locate institutions within these fields, and to yield distinct sectors and organizational types. We also look at how ICTs modify semantic fields as well as the distribution of institutions interacting within them. Then, focusing on capital sourcing, we apply our analysis to China’s evolving business systems. We conclude by exploring the theoretical and policy implications of our findings.

Boyatzis, Richard Jan

The effect of religious leaders' emotional and social competencies on improving parish vibrancy

Boyatzis, R.; Brizz, T.; Godwin, L.
Journal of Leadership & Organizational Studies
Baker College
Vol. 18, no. 2, 05/2011, p.192-206

Pastoral leaders of parishes have an effect on people's lives and communities. Improvement in parishioner satisfaction and support (i.e., donations and attendance) over 3 years were assessed with the Parish Vibrancy Study of 135 parishes in a Catholic Diocese. In 52 of the parishes of this diocese, the priest's demonstration of emotional and social competencies as seen by others had a positive effect on improvement of parishioner satisfaction but not on their support. The behavioral expressions of power and humility in the form of Influence versus Inspirational Leadership and Transparency versus Self-Confidence competencies were related to improvement in parishioner satisfaction. Size of the parish was related to improvement in parishioner support only.

Brinckmann, Jan

Effects of initial teamwork capability and initial relational capability on the development of new technology-based firms

Brinckmann, J.; Hoegl, M.
Strategic Entrepreneurship Journal
(2010 IF= 2.026)
John Wiley & Sons
Vol. 5, no. 1, 03/2011, p. 37-57

New technology-based firms face substantial resource constraints. This study examines how teamwork capability and relational capability of the entrepreneurial team affects the development of new firms. Teamwork capabilities are captured by the quality of collaboration of the entrepreneurial team members among themselves. Relational capabilities are analyzed based on the collaboration of the entrepreneurial team members with partners external to the focal firm. Our findings show that teamwork and relational capabilities, while theoretically originating from social capabilities, can have diverging effects on the development of a new organization. We find that relational capabilities lead to founding team member additions as well as sales and employment growth. In contrast, teamwork capabilities lead to a reduced likelihood to add founding team members and do not affect sales and employment growth. Theoretical and practical implications are discussed.

Brinckmann, Jan

Financial management competence of founding teams and growth of new technology-based firms

Brinckmann, J.; Salomo, S.; Gemünden, H. G.
Entrepreneurship Theory and Practice
(2010 IF= 2.272)
Wiley-Blackwell
Vol. 35, no. 2, 03/2011, p. 217-243

This article draws on the resource-based view to analyze the role founding teams' financial management competencies play for firm growth. Prior research stressed the importance of acquiring external financial resources. In this study, we broaden the understanding of financial management in new firms. We explore the relevance of strategic financial planning competence, external financing competence, competence in financing from cash flow, and controlling competence of entrepreneurial teams for the growth of new technology-based firms. A total of 212 founding teams provided self-assessments of their financial management competencies at start-up. We apply the partial least squares approach to determine the effects of the different financial management competencies on firm growth.

Brinckmann, Jan

Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs

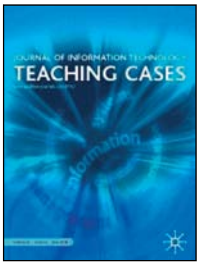
Rosenbusch, N.; Brinckmann, J.; Bausch, A.
Journal of Business Venturing
(2010 IF=2.149)
Elsevier
Vol. 26, no. 4, 07/2011, p. 441-457

The performance implications of innovation in small and medium-sized enterprises (SMEs) have attracted considerable interest among academics and practitioners. However, empirical research on the innovation–performance relationship in SMEs shows controversial results. This meta-analysis synthesizes empirical findings in order to obtain evidence whether and especially under which circumstances smaller, resource-scarce firms benefit from innovation. We find that innovation–performance relationship is context dependent. Factors such as the age of the firm, the type of innovation, and the cultural context affect the impact of innovation on firm performance to a large extent.

Busquets Carretero, Xavier
Rodón Mòdol, Joan
Vera Vinardell, Lluís

Santander acquires Abbey: The Jack project

Journal of Information Technology Teaching Cases
Palgrave Macmillan
Vol. 1, no. 1, 03/2011, p. 3-11



The case, 'Santander Acquires Abbey: The Jack Project,' applies a general management focus to an analysis of the 'Jack Project', the Spanish banking group's IT centric perspective to acquire Abbey. The case focuses on José María Fuster, chief information officer (CIO). It describes the challenges in leveraging the Jack Project using ICT to integrate Abbey. The following issues are explored: (1) the value of IT in retail banking; (2) the generation of synergies in M&A and the strategic role of IT; (3) the prioritisation of IT-related options; (4) the sourcing of information systems; and (4) the management of the integration project. At the end of the case, students will examine how Partenón, Grupo Santander's core IT system, leveraged this acquisition and made an impact on the bank's long-term market position.

Cano Giner, Josep Lluís

Use of computers and applications by senior executives

Journal of Industrial Engineering and Management
Universitat Politècnica de Catalunuya (UPC)
Vol. 4, no. 2, 07/2011, p. 326-338

The purpose is to analyze the relationship between the senior executive and ICT use. Is an empirical research through which we propose a framework to establish the main factors that might lead to an increase in ICT use by senior executives. The main contribution of the present study is the creation of the list of factors that affect the use of computers and applications by senior executives and a smaller group of categories. A limitation of this research is that it should be confirmed by means of quantitative research that would allow us to test the validity of the proposed framework, and also to ascertain the relative importance of each factor. Thus reducing the number of factors and forming a smaller group of categories that can facilitate research. The value is the list of factors that affect the use of computers and applications by senior executives and the smaller group of categories.

Casaburi, Ivana

China as a market: Luxury brand consumer behavior

Journal of Marketing Trends
International Marketing Trends Conference
Vol. 1, no. 6, 05/2011, p. 47-56

According to theory, luxury consumers are the same all over the word, representing a global segment. However, depending on the cultural context, consumer behavior may differ in this worldwide segment. In fact, cultural distance still matters in global markets (Ghemawatt 2001, 2007), and research on the relationship between culture and consumption is growing exponentially (Ogden, Ogden J. and Schau 2004). Based on a review of specialized literature, the purpose of this paper is to explore how culture influences consumer behavior in the Chinese luxury market. To achieve this objective, the author has carried out a review of the literature and an exploratory study using written questionnaires. The respondents were 140 full-time and part-time MBA students in the Beijing International MBA program (Peking University - China). In this paper the author presents the preliminary results of this study and introduces the next steps of the research. According to these results, the first implication for companies revolves around the complexity of this market, consisting simultaneously of an immature and a mature market. In fact, attitudes towards luxury products vary widely in China depending on the various social and geographical segments that make up this market. The age of buyers is also changing. The traditional Chinese luxury shopper is a middle-aged individual who holds a top management position, famous people and public figures. But luxury shoppers are also educated, young, and white-collar workers who save to splurge.

Castelló Molina, Itziar
Lozano Soler, Josep M.

Searching for new forms of legitimacy through corporate responsibility rhetoric

Journal of Business Ethics
(2010 IF=1.125; BW20)
Springer
Vol. 100, no. 1, 04/2011, p. 11-24

This article looks into the process of searching for new forms of legitimacy among firms through corporate discourse. Through the analysis of annual sustainability reports, we have determined the existence of three types of rhetoric: (1) strategic (embedded in the scientific-economic paradigm); (2) institutional (based on the fundamental constructs of Corporate Social Responsibility theories); and (3) dialectic (which aims at improving the discursive quality between the corporations and their stakeholders). Each one of these refers to a different form of legitimacy and is based on distinct theories of the firm analyzed in this article. We claim that dialectic rhetoric seems to signal a new understanding of the firm's role in society and a search for moral legitimation. However, this new form of rhetoric is still fairly uncommon although its use is growing. Combining theory and business examples, this article may help managers and researchers in the conceptualization of how firms make sense of their role in society and what forms of differentiation they strive for through their rhetoric strategies.

Chesbrough, Henry

The case for open services innovation: The commodity trap

California Management Review
(2010 IF=1.706)
California University Press
Vol. 53, no. 3, 04/2011, p. 5-20

Service innovations represent an important way for firms to retain their competitive advantage as products become increasingly commoditized. To do so, firms need to think of their businesses as a services business, engage customers in the service innovation process, and employ open innovation as a means to accelerate and deepen service innovation. The creative application of open innovation in services provides firms with the opportunity to fundamentally change their business models. This is an excerpt from Henry Chesbrough's new book, *Open services innovation: Rethinking your business to grow and compete in a new era.*

Chesbrough, Henry

Open innovation and patterns of R&D competition

International Journal of Technology Management
Lim, K.; Chesbrough, H.; Ruan, Y.
(2010 IF=0.519)
Inderscience Enterprises
Vol. 5, no 3/4, 12/2010, p. 295-321

We explore the technological evolution of three microprocessor firms between 1976 and 2004. We trace how two initially small entrants (Intel and AMD) competed against a larger and more established incumbent (IBM). We show that changes in interfirm relationships (as reflected by competitive and cooperative events) affect patenting strategies. Periods of increased competition correspond to greater patenting within patent classes in which the firms compete head-on. Periods of co-operation are surprisingly not always accompanied by increased patenting in complementary upstream and downstream areas. Despite changes in competitive regime, Intel and AMD exhibit a persistent dependence upon IBM for technology. Our study shows that small firms can compete against a large incumbent in the product market while being dependent upon external sources for knowledge. We also suggest ways in which incumbent firms operating in such environments (e.g., IBM) might engage with these entrants through co-opetition and open innovation.

Correa Domènech, Marc
Serrano Rasero, Ignacio

Gestión de personas en equipos multilocalizados. Competencias, diversidad cultural e internacionalización

ICE Información Comercial Española. Revista de Economía
Ministerio de Industria, Turismo y Comercio. Secretaría de Estado de Comercio Exterior
No. 856, 09/2010, p. 41-52

El presente artículo aborda algunos aspectos relevantes en los procesos de internacionalización de las organizaciones, haciendo énfasis en dos variables clave: la multilocalización de los equipos de trabajo y la diversidad cultural. A partir de un análisis en profundidad de estas dos variables se sugiere la necesidad de hacer énfasis en cuatro competencias clave: orientación a resultados, orientación al cliente, generación de vínculos de confianza y capacidad adaptativa, a fin de optimizar la contribución de los recursos humanos.

Costa Guix, Gerard
Vila Fernández-Santacruz, Mar

Nuevos modelos de comercio: tendencias y factores de éxito

Harvard Deusto Márketing & Ventas
Deusto
No. 102, 01/2011, p. 40-44

Una de las áreas de innovación preferente en marketing es la creación de valor para el cliente final a través de una estrategia de canales de integración vertical, sea dentro de una opción de multicanalidad o como canal único de venta, que recoge el aumento del peso ponderado que el rol de *shopper* tiene dentro del marketing. El artículo recoge, mediante una recopilación de investigaciones y de ejemplos actuales, cuales son los factores clave para los proveedores que desean integrarse, las principales tendencias, y los valores de *marketing metrics* a utilizar.

Dumitrescu, Ariadna

Liquidity and optimal market transparency

European Financial Management
(2010 IF=1.278)
Blackwell Publishing
Vol. 16, no. 4, 09/2010, p. 599-623

In this paper I explore some of the consequences of greater market transparency for market performance in the presence of a strategic specialist. Although numerous studies have dealt with this issue, previous work has only considered either fully transparent or fully opaque markets. My model allows for different levels of transparency, and therefore sheds light on how transparency affects market performance. I show that an intermediate level of transparency can improve market performance relative to the more extreme cases of full transparency or no transparency at all.

Fabregat Feldsztajn, Jordi

Financiación del circulante

Revista de Contabilidad y Dirección
ACCID
No. 12, 06/2011, p. 55-71

En este artículo se presenta la planificación financiera que nos permita conocer mensualizadas las necesidades financieras. Una vez obtenida, nos centramos en la financiación del circulante y concretamente en los productos que nos ofrecen las entidades financieras. La mayoría de empresas reflexionan largamente cuando deben decidir la financiación del activo no corriente y sorprendentemente no prestan la suficiente atención a la financiación del circulante, que en muchos casos es más importante no sólo en cuantía sino en complejidad. En este artículo defendemos la utilidad de una correcta planificación financiera que nos permita cuantificar con la mayor exactitud posible las necesidades financieras. Una vez obtenidas, nos centramos en la financiación del circulante y concretamente en los productos que las instituciones financieras ponen a nuestra disposición para financiar la inversión en existencias y clientes, así como mejorar la financiación que nos conceden los proveedores.

Fabregat Feldsztajn, Jordi

Metodología para la selección de inversiones

Harvard Deusto Finanzas & Contabilidad
Deusto
No. 98, 11/2010, p. 38-47

Toda decisión de invertir –compra de maquinaria, apertura de una tienda, construcción de una fábrica, establecimiento de un turno de noche para aumentar la producción o lanzamiento al mercado de un nuevo producto– plantea dudas acerca de la rentabilidad que se obtendrá con la participación en un proyecto concreto. El autor explica en este artículo la metodología de selección de inversiones que nos permitirá decidir si efectuamos o no un determinado proyecto, o a establecer nuestras prioridades de inversión en el caso de existir varias alternativas. En el artículo se revisan los métodos de selección de inversiones, concretamente valor actual neto, periodo de recuperación y tasa interna de rentabilidad y explica el cálculo de la Tasa Interna de Rentabilidad (TIT) del accionista y cuadre de valores actuales netos de proyecto y accionista.

Fluvià Font, Modest

Managing tourism products and destinations embedding public good components: A hedonic approach

Rigall-i-Torrent, R.; Fluvià, M.
Tourism Management
(2010 IF=2.620)
Elsevier
Vol. 32, no. 2, 04/2011, p. 244-255

Decision making by tourism firms' managers and public policymakers is complex for many reasons. One of them is that many tourism products embed a combination of multiple public (external to the decisions of individual firms, related to location and essentially non-rival) and private attributes. Since tourists get satisfaction from each of the components of the product variety bought, managers face the daunting task of putting together, promoting and pricing a bundle of heterogeneous components. This paper draws on hedonic pricing literature to obtain insights (beyond making correct pricing decisions) for tourism firms' managers and public policymakers when dealing with products and destinations embedding public good components. An application to coastal hotels in tourism destinations of Catalonia is presented.

Forte Arcos, Santiago

Debt refinancing and credit risk

Forte, S.; Peña, J. I.
Spanish Review of Financial Economics
Elsevier
Vol. 9, no. 1, 01/2011, p. 1-10

Many firms choose to refinance their debt. We investigate the long run effects of this extended practice on credit ratings and credit spreads. We find that debt refinancing generates systematic rating downgrades unless a minimum firm value growth is observed. Deviations from this growth path imply asymmetric results: A lower firm value growth generates downgrades and a higher firm value growth generates upgrades, as expected. However, downgrades tend to be higher in absolute terms. We also find that the inverse relation between credit spreads and risk free rate that structural models usually predict still holds in this setting, but only in the short run. This negative relation will turn to be null in the medium run and positive in the long run.

Gimbert Ràfols, Xavier

La selección francesa de fútbol, crónica de un desastre de management anunciado

Ast, F.; Gimbert, X.
Harvard Deusto Business Review
Deusto
No. 196, 12/2010, p. 23-36

Normalmente los libros, artículos y casos de *management* describen grandes éxitos. Estrategias muy bien diseñadas e implementadas, grandes líderes que hacen que su organización se supere, estructuras muy bien planteadas que encajan perfectamente con la estrategia. Los éxitos nos enseñan posibles caminos, son fuente fructífera de aprendizaje. Sin embargo, la vida es asimismo una concatenación de errores y fracasos. Las personas y, como consecuencia, las organizaciones están condenadas a errar. Nadie es perfecto, mucho menos en el turbulento entorno en el que hoy nos toca vivir. El gran empresario o directivo no es el que nunca se equivoca, sino el que aprende del error y procura disminuir su frecuencia. Las organizaciones excelentes toleran el error por su capacidad de aprendizaje y porque es el único camino a la innovación, a la mejora. En consecuencia, los grandes fracasos tienen un gran potencial como fuente de aprendizaje. Todo fue mal para la selección francesa de futbol en la copa del mundo de Sudáfrica 2010. Francia fue eliminada en la primera ronda del torneo, pero eso no fue lo peor. Hubo acusaciones de futbolistas estrella presuntamente involucrados con prostitutas menores de edad, primas millonarias e inmerecidas, insultos en los vestuarios, discusiones que casi terminan a golpes y un motín de jugadores. Todo esto transmitido en vivo en el evento de mayor difusión del planeta, con una audiencia global acumulada de

26.000 millones de telespectadores. La crisis fue de tal calibre que las presiones de cambio provenían hasta de las más altas esferas del poder político. El presidente Nicolas Sarkozy llamó a los "Estados Generales del fútbol" para reestructurar por completo la gestión del fútbol francés. Esto fue el trágico resultado de un equipo sin valores, sin estrategia, entrenado por un narcisista y destructivo líder, apoyado por unas desfasadas estructuras de la Federación Francesa de Fútbol dirigidas por unos pocos en su propio beneficio. Este artículo trata de tres de las más importantes áreas de gestión en una compañía: - Estrategia - Liderazgo - Organización -. A través de un muy reciente desastre deportivo el artículo describe de forma clara y fácil de leer los elementos clave de estas tres áreas, la forma en que interrelacionan y los errores que pueden producir en cada una de ellas.

Gimeno Sandig, Alberto

Institutionalizing the family business: The role of professional associations in fostering a change of values

Parada, M. J.; Nordqvist, M.; Gimeno, A.
Family Business Review
(2010 IF=2.426)
Sage
Vol. 23, no. 4, 12/2010, p. 355-372

The authors examine the role played by a voluntary professional association as a carrier of mimetic and normative institutional pressures in the institutionalization of new governance practices among family businesses. They observe how a change in guiding values within family businesses is led by an institutional champion actively involved in the professional association. This institutional champion bridges the gap between micro-level change at the firm level and the professional association's macro-level discourse. This study makes several contributions to both family business research and institutional theory.

Giné Daví, Jaume

China: un mercado complejo y asimétrico

Economía Exterior
Estudios de Política Exterior
No. 56, 03/2011, p. 55-65

Pekín ha gestionado con eficiencia su gradual incorporación a la Globalización. Su economía vuela alto y rápido. Creció un 10,3% en 2010 y podría seguir creciendo en torno al 9% en 2011. Es la segunda economía mundial. Pero se plantean interrogantes sobre si el actual nivel del crecimiento chino es sostenible. Es desigual territorialmente e injusto socialmente. Pekín pretende un crecimiento más armonioso. Anuncia cambios estructurales para impulsar el consumo en un mercado interior complejo y asimétrico. Es el *leitmotif* del 12º Plan Quinquenal chino (2011-2015). Pero no será una tarea fácil. Los ambiciosos planes gubernamentales podrían requerir, para ser eficaces, una mayor apertura política del régimen, algo harto complicado debido a la rigidez institucional del Estado-Partido Comunista Chino que lo controla todo. El gran dilema chino: el sistema autoritario ha hecho crecer rápidamente la economía pero para lograr la plena modernización del país se requerirá, a mi parecer, el disfrute de unas mayores cotas de libertades públicas. Los salarios y los precios suben progresivamente y la sociedad será más urbana y abierta al mundo.

Giné Daví, Jaume

Corea del Norte juega peligrosamente con fuego

Foreign Affairs Latinoamérica
Instituto Tecnológico Autónomo de México (ITAM)
Vol. 11, no. 1, 01/2011, p. 50-58

Corea del Norte juega peligrosamente con fuego. Sus amenazas externas enmascaran la inestabilidad política y económica interna, en pleno proceso sucesorio del régimen. Beijing mantiene una posición ambivalente, pero no monolítica. Las veleidades nucleares de Pyongyang alimentan el rearme militar en Asia Oriental y refuerzan la alianza entre Seúl, Tokio y Washington. ¿Permitirá China el colapso del Norte?

Ginés Castellet, Núria

Los pactos sucesorios en Cataluña: entre la tradición y la innovación

Actualidad Civil
La Ley
No. 5, 03/2011, p. 508-562

La entrada en vigor del Libro IV del Código civil de Cataluña ha supuesto la incorporación, en el ordenamiento jurídico catalán, de un nuevo modelo de pacto sucesorio, a cuyo través se ha querido la actualización y puesta al día -empezando por la propia denominación- de los ya obsoletos heredamientos. Sin dejar atrás del todo la tradición, son muchas las cuestiones novedosas que ha traído consigo la regulación del pacto sucesorio en el libro IV, y con ellas, muchas las dudas que se han suscitado y se siguen suscitando. En el presente trabajo, se intentan resolver algunas de ellas: qué es y qué características presenta el pacto sucesorio desde la perspectiva legal, quiénes pueden otorgar estos pactos y a favor de quién, qué se puede acordar en pacto sucesorio, qué efectos despliega en vida del causante y a su muerte y cuál es su régimen de ineficacia.

Ibáñez Rodríguez, Alfredo

The sensitivity of American options to suboptimal exercises strategies

Ibáñez Rodríguez, A.; Paraskevopoulos, I.
Journal of Financial and Quantitative Analysis
(2010 IF=1.593)
Cambridge University Press
Vol. 45, no. 6, 12/2010, p. 1563-1590

The value of American options depends on the exercise policy followed by option holders. Market frictions, risk aversion, or a misspecified model, for example, can result in suboptimal behavior. We study the sensitivity of American options to suboptimal exercise strategies. We show that this measure is given by the Gamma of the American option at the optimal exercise boundary. More precisely, "if B is the optimal exercise price, but exercise is either brought forward when or delayed until a prie (...) denotes the American option Gamma." Therefore, the cost of suboptimal exercise is second-order in the bias of the exercise policy and depends on Gamma. This result provides new insights on American options.

Iglesias Bedós, Oriol
Sauquet Rovira, Alfons
Montaña Matosas, Jordi

The role of corporate culture in relationship marketing

European Journal of Marketing
(2010 IF=0.824)
Emerald
Vol. 45, no. 4, 04/2011, p. 631-650

The role of corporate culture in relationship marketing is significantly under-researched, although there is evident consensus in the literature about the importance of this topic. The purpose of this paper is to present a model for the corporate culture of a relationship-marketing-oriented company. A qualitative methodology involving 58 in-depth interviews that were analysed and interpreted from a grounded theory standpoint was adopted in order to build a conceptual model. The two key shared values required to successfully put relationship marketing into effect are client orientation and a high degree of concern for employees. Furthermore, another six shared values (trust, commitment, teamwork, innovation, flexibility, and results orientation) also seem to facilitate the development of a relationship marketing orientation. Although the research methodology is qualitative and does not allow statistical generalisation, the study provides valuable insights into the role of corporate culture in relationship marketing. The paper offers a guide to the values that should be developed in order to be able to put a relationship marketing orientation successfully into effect. The paper proposes a model for the corporate culture of a relationship marketing-oriented company.

Iglesias Bedós, Oriol
Singh, Jatinder Jit
Batista-Foguet, Joan Manuel

The role of brand experience and affective commitment in determining brand loyalty

Journal of Brand Management
Palgrave
Vol. 18, no. 8, 06/2011, p. 570-582

The purpose of this paper is to study the direct and indirect relationship between brand experience and brand loyalty. The authors propose that the relationship is mediated by affective commitment. A survey-based quantitative approach is used to test the hypotheses based on the proposed theoretical model that delineates the relationships between brand experience, affective commitment and brand loyalty. The data were collected using traditional pen and paper as well as online surveys and were analysed using Structural Equations Modelling. The analysis suggests that affective commitment mediates the relationship between brand experience and brand loyalty for all three product categories that were studied (cars, laptops and sneakers). The paper extends the understanding of the brand experience construct by studying its influence on brand loyalty and also by incorporating affective commitment as a mediating variable. In our sample, the findings support the fact that developing brand experience influences customer loyalty only through affective commitment.

Mach Piera, Mercè
Dolan, Simon

El absentismo laboral en el sector manufacturero: una aproximación cualitativa

González Rosselló, M.; Mach Piera, M.; Dolan, S.
Estudios Financieros. Revista de Trabajo y Seguridad Social. Comentarios, Casos Prácticos. Recursos Humanos
Centro de Estudios Financieros (CEF)
No. 338, 05/2011, p. 165-179

El objetivo de este trabajo es estudiar el absentismo laboral en el sector manufacturero. La revisión de la literatura del *management* nos ha proporcionado el marco para el análisis cualitativo de cuatro empresas manufactureras. Los estudios de caso se han seleccionado cuidadosamente; dos poseen un índice alto de absentismo y los otros dos un índice menor. Se han realizado entrevistas en profundidad a gerentes o directores del departamento de recursos humanos, para indagar cómo explican sus ratios de absentismo y qué políticas utilizan para controlarlo. Los resultados de las entrevistas se han contrastado a la luz de dos modelos conceptuales: la Motivación para la asistencia (Nicholson, 1977) y la Tipología de culturas absentistas (Nicholson y Johns, 1985). Los resultados obtenidos indican que estas empresas gestionan de manera parcial o casi nula las causas del absentismo que padecen. Tienden a imponer solo medidas de control y sanción, que si bien pueden tener un impacto a corto plazo, son muy ineficaces en la disminución de las tasas de absentismo a largo plazo. Por otro lado también se ha detectado que las empresas no acostumbran a prestar atención al colectivo de los operarios de producción, que poseen los índices de absentismo más altos. Las conclusiones contemplan las distintas variables que explican la conducta absentista del empleado y confirman que la gestión del absentismo está lejos de incorporar un enfoque integral. Finalmente, también se aportan algunas recomendaciones para la práctica.

Mach Piera, Mercè
Dolan, Simon

The differential effect of team members trust on team performance: The mediation role of team cohesion

Mach, M.; Dolan, S.; Tzafrir, S.
Journal of Occupational and Organizational Psychology
(2010 IF=0.882)
British Psychological Society
Vol. 83, no. 3, 09/2010, p. 771-794

This study examines team performance as affected by various trusting relationships: trust between team members and the team's trust in their direct manager and in top management. Data for the study were collected from a survey of 690 professional elite athletes (belonging to 59 different sports clubs) playing in the regular, top professional Spanish leagues. The model was tested at the team level. Findings reveal that team member trust with respect to the different foci has both a direct and indirect effect on team performance, and that team player trust and cohesion play a mediating role. This study illustrates the dynamic relationship within teams, and, as such, trust among teammates mediates the relationship between trusts in the coach as well as team cohesion in determining team performance. The implications for managing teams in other contexts are also evaluated.

Martí Ripoll, Margarita

Leadership in entrepreneurial organizations: contexts and motives

Martí Ripoll, M.; Gil Rodríguez, F.; Barrasa, Á.; Antino, M.
Psicothema
(2010 IF=0.939)
Colegio Oficial de Psicólogos del Principado de Asturias
Vol. 22, no. 4, 11/2010, p. 880-886

Liderazgo en organizaciones emprendedoras: contextos y motivos. A pesar de que los contextos organizacionales tienen una influencia sobre el liderazgo y de que algunas de sus características pueden facilitar (a través de estructuras débiles) o inhibir (a través de estructuras fuertes) las conductas de los líderes, el grado de esta influencia apenas ha sido estudiado. De hecho, la investigación sobre la influencia de determinados tipos de contextos (emprendedor vs no-emprendedor) en la aparición de algunas variables (motivos de los líderes) es igualmente escasa. Este artículo analiza la influencia en 40 empresas, a través de las entrevistas de sus líderes para obtener información cualitativa de sus motivos, y de cuestionarios aplicados a los empleados de sus respetivos equipos directivos. Se formula la hipótesis de que en contextos débiles (emprendedor) los motivos de los líderes son más salientes que en contextos fuertes (no-emprendedor). Los resultados confirman ampliamente las hipótesis con respecto a los comportamientos directamente relacionados con los tres motivos principales (poder, afiliación y logro). Se discuten los resultados y se proponen implicaciones prácticas para futuras investigaciones.

Martínez-Ribes, Lluís

Debajo de los adoquines, la playa

Harvard Deusto Márketing & Ventas
Deusto
No. 102, 01/2011, p. 34-39

Dos son los temas que más preocupan al directivo actual en esta época de crisis: el margen bruto decreciente y el descenso de las ventas, en parte debidos a una menor fidelidad del cliente. A continuación se va a interpretar la naturaleza de dichos retos, así como la validez de las respuestas mayoritarias de las empresas que venden directamente al público: las que se dedican al *retail*.

Martínez-Ribes, Lluís

Orchestrated innovative customer solutions: An emerging trend to master convergence?

Martínez Ribes, L.; Premazzi, K.
Finanza Marketing & Produzione
Edizioni Egea
No. 3-2010, 09/2010, p. 89-122

This paper explores, by using of a qualitative case-study approach, the opportunity to extend the marketing literature proposing a typology of strategic business nets or value networks, to account for an emerging trend in convergent markets. Based on the similarities between the selected cases, contrasted with the description of extant ideal types, a potential new type, or even an evolutionary path (named Orchestrated Innovative Customer Solutions), is advanced for further investigation.

Nicolini, Davide

Practice as the site of knowing: Insights from the field of telemedicine

Organization Science
(2010 IF=3.800)
Informs
Vol. 22, no. 3, 07/2011, p. 602-620

This paper aims to shift the unit of analysis in the study of organisational knowledge from individuals and their actions to practices and their relationships. It introduces the concept of “site” to help advance an understanding of the relationship between practice and knowing. The notion of site supports the intuition that knowing is both sustained in practice and manifests itself through practice. It also evokes the idea of knowledge as being rooted in an extended pattern of interconnected activities that only when taken in its living and pulsating entirety constitutes the site of knowing. In this paper, I review the different ways to conceptualise the relationships between knowing and practice, and I show how the idea of site adds to the existing body of work. Building on the results of a longitudinal study in the field of telemedicine, I then offer suggestions on aspects of practice where knowing manifests itself, and I use the concepts of “translation by contact” and “at distance” to explain how dispersed knowings are woven together and the power effect that can derive from these. I conclude by reflecting on the implications of this radical view and the direction for future research.

Palau Montañana, Jesús

¿Contribuye el endeudamiento a la creación de valor?

Harvard Deusto Finanzas & Contabilidad
Deusto
No. 98, 11/2010, p. 48-57

¿Cuál es el coste de oportunidad de una determinada inversión? Esta es la pregunta que se hacen accionistas y acreedores financieros en toda decisión de inversión. La diferencia entre lo que esperan obtener en las inversiones reales y lo que podrían conseguir en el mercado financiero es lo que se denomina creación de valor. El autor del presente artículo reflexiona sobre cómo la deuda puede contribuir a la creación o a la destrucción de valor. Además, sugiere una serie de recomendaciones para evitar el exceso de endeudamiento generalizado que tantos problemas está causando.

Platikanova, Petya

¿Qué valor tienen las reservas de efectivo en tiempos de crisis?

Harvard Deusto Finanzas & Contabilidad
Deusto
No. 99, 01/2011, p. 4-16

La liquidez corporativa permite a las empresas realizar inversiones sin tener que acceder a los mercados externos de capital. Sin embargo, retener activos líquidos y crear reservas de efectivo tiene un coste de oportunidad, como son los inevitables beneficios que se obtendrían de invertir en otros proyectos positivos de valor presente neto. La autora de este artículo examina el valor de las tenencias de efectivo de las empresas públicas radicadas en España.

Pless, Nicola
Maak, Thomas

Promoting CSR and sustainable development through service learning programs

Pless, N.; Maak, T.; Stahl, G. K.
Academy of Management Annual Meeting Proceedings
Academy of Management
No. 2011, 08/2011, p. 1-6

In this article we discuss how HR can support corporate sustainability strategy by designing and implementing leadership development programs incorporating international service learning assignments. We describe "Project Ulysses", an integrated service learning program which involves sending participants in teams to developing countries to work in cross-sector partnerships with NGOs and social entrepreneurs, supporting them in their fight against some of the world's most pressing problems, such as poverty alleviation, environmental degradation, and pandemic diseases like HIV/AIDS. In order to understand how companies can promote social responsibility and sustainable development through service learning, we present the findings of a narrative analysis of learning stories produced by Ulysses participants upon completion of their field assignments. Understanding how participants make sense of, and learn from, their experiences abroad provides us with insights into how service learning programs can help managers to develop the knowledge, skills and mindset that will enable them to successfully support a company's global sustainability efforts. We conclude by discussing the implications for leadership development, specifically how organizations can incorporate a responsibility and sustainability focus in their management development programs.

Pless, Nicola
Maak, Thomas

Developing responsible global leaders through international service learning programs: The Ulysses experience

Pless, N.; Maak, T.; Stahl, G. K.
Academy of Management Learning and Education
(2010 IF=2.533)
Academy of Management
Vol. 10, no. 2, 06/2011, p. 237-260

A new challenge in executive education is to develop responsible global business leaders. In this article we describe "Project Ulysses", an integrated service learning program which involves sending participants in teams to developing countries to work in cross-sector partnerships with NGOs, social entrepreneurs or international organizations. In order to understand how Ulysses participants learn from their experiences while abroad, we interviewed 70 participants and content-analyzed the learning narratives that they produced. We found evidence of learning in six areas: responsible mindset, ethical literacy, cultural intelligence, global mindset, self development, and community building. We also identified a number of processes through which learning occurred at the cognitive, affective and behavioral levels, including the process of resolving cultural and ethical paradoxes; constructing a new life-world; and making sense of the emotions experienced while on assignment. The results of a post-program survey confirm the long-term effectiveness of Ulysses in developing and enhancing competencies that are critical for responsible global leadership. We discuss the implications for theory building on responsible leadership and helping organizations leverage the potential of international service learning programs for developing responsible global leaders.

Ramis Pujol, Juan

Connecting the Mediterranean system of innovation: A functional perspective

López-Vega, H.; Ramis, J.
EuroMed Journal of Business
Emerald
Vol. 6, no. 1, 05/2011, p. 46-62

This paper provides a first exploratory overview of the Mediterranean System of Innovation (MSI) and presents the results of interactive work with 25 innovation delegates from northern and southern Mediterranean countries. The study comes at a watershed for The Union for the Mediterranean, which is drawing up innovation policies for the future and debating ways of boosting core activities. This research benefits from the established literature on Innovation Systems (IS) to study how Mediterranean countries are enhancing their innovation capabilities. In collaboration with IEMed, this research invited delegates from northern and southern Mediterranean countries, programme directors and representatives from the European Commission to discuss national and regional innovation activities in their own countries. The data shed light on how activities conducted by public and private organisations influence the innovation system functions, revealing shifting services and business models. Finally, it highlighted the need to draw up an innovation strategy to boost R&D capabilities. The value of this research lies in the application of the well-established innovation systems approach to the Mediterranean case and a description of existing enabling and blocking mechanisms.

Rodón Mòdol, Joan
Sesé Muniategui, Feliciano

Analyzing IOIS adoption through structural contradictions

European Journal of Information Systems
(2010 IF=1.767)
Palgrave Macmillan
Vol. 19, no. 6, 12/2010, p. 637-648

Despite the extensive research and practitioner literature on inter-organizational information systems (IOIS), understanding as regards non-adoption still has some under-explored issues. This paper poses an explanation to non-adoption that focuses on the potential structural changes that IOIS adoption entails; in particular, we contend that the contradictions between the initial social structure and the one enacted in the use of the IOIS can be a source of non-adoption. This paper contributes to IOIS literature by first analyzing adoption from a logic of opposition where non-adoption occurs because forces of transformation are offset by forces of persistence. Second, relying on the concepts of social structure, duality of structure and structural contradiction from Structuration Theory, we develop a framework that categorizes the underlying social structure where the IOIS is to be adopted, and formulate some theoretical propositions. From a practitioner perspective, this paper contends that the fact that IOIS management uncovers the contradictions in the social structure that result from IOIS adoption can help avoiding dead ends. Accordingly, this framework, which can be used as a coarse-grained picture to anticipate adoption problems, can inform managers when devising the IOIS implementation strategy.

Rodón Mòdol, Joan
Sesé Muniategui, Feliciano

Exploring users' appropriation and post-implementation managerial intervention in the context of industry IOIS

Rodón, J.; Sesé, F.; Christiaanse, E.
Information Systems Journal
(2010 IF=2.184)
Wiley
Vol. 21, no. 3, 05/2011, p. 223-248

Although literature has repeatedly shown that inter-organizational information systems (IOIS) are prone to abandonment and low levels of adoption, a great deal of research that examines such unsatisfactory outcomes has focused on phenomena occurring in the early stages of the implementation, thus leaving the post-implementation period under-explored. This paper presents a conceptual lens through which we study two interrelated post-implementation phenomena: managerial interventions and users' appropriations. Specifically, we develop a structurational model to examine the interventions of IOIS management to boost the assimilation of the IOIS, the situated and emergent appropriations of the IOIS that followed, and the ongoing adaptations by interveners to those processes. Interveners shape the context for others actions by offering modalities of structuring -i.e. new meanings, new procedures, new software applications-, which are then taken up in practice by adopters to produce intended as well as unintended outcomes. The paper contributes by conceptualizing assimilation as a dynamic interplay amongst users and IOIS management during the post-implementation period and identifying two forms of managerial interventions that target different aspects of the institutional context and showing how they lead to assimilation.

Romero Velasco, Margarida

Assessment of e-learners' temporal patterns in an online collaborative writing task

Demeure, V.; Romero, M.; Lambropoulos, N.
eLearn Center Research Paper Series
No. 1, 12/2010, p. 5-16

E-learners are generally adults with work and family constraints who get involved in the virtual campus looking for temporary academic flexibility. However, they are often confronted with collaborative learning activities which lead to additional organizational efforts by reducing their individual time flexibility. In this paper, we argue that time is a major variable in Computer Supported Collaborative Learning (CSCL) activities, and that assessing students' use of time in these situations can help educational designers to propose adequate time scripting to plan these educational activities.
This case study presents an exploratory analysis of time patterns for 15 groups of students (n=66), involved in a collaborative writing task. The results reveal that (a), e-learners' time-on-task increased since the beginning of the activity, (b), they work more during week days than during weekends and (c), they tend to work during "conventional" hours of the day. The identification of these patterns is the first step toward the development of new methodologies and computer-supported tools to enhance organisation of time and social aspects in CSCL.

Santiso, Javier

Herding in aid allocation

Kyklos
(2010 IF=1.127)
Wiley-Blackwell
Vol. 64, no. 1, 02/2011, p. 54-74

This paper investigates a claim repeatedly made, but never tested, that aid donors herd. To do so it originally uses methodologies developed in finance to measure herding on financial markets, and adapts them to aid allocation. The motivation for studying herding is to improve our understanding of aid allocation beyond observable determinants. If herding is indeed present, then it is likely to shape aid patterns in a significant way by creating aid darlings, orphans, but also by exacerbating aid volatility. Our approach starts by carefully defining aid to avoid including herding-prone aid, such as humanitarian aid and debt relief, and the sets of donors and recipients. Once this is done, herding is measured by directly applying the indexes used in finance to yearly aid data. Results show herding is indeed present, but that it is small. A second step is to introduce modifications to better match the characteristics of aid allocation. The most important in the paper is to change the time horizon. Unlike traders, aid donors commit to an aid partnership over several years, and yearly variations may contain a large part of randomness. Instead of year-to-year changes, we instead use 3 and 5-year allocations to measure herding. With this modification herding is still found to be present, but also of a larger size. It is now similar to what is traditionally found on financial markets. The next, important step is to acknowledge that aid donors' allocation decisions almost surely follow similar determinants and changes in these determinants generate a lot of co-movements. Herding measures by definition interpret these simultaneous decisions as herding, when they merely reflect common views among donors (think about a natural disaster occurring in a country that dramatically increase aid needs). Herding determinants are carefully estimated and their contributions to herding measures are then removed to obtain an estimate free of the effects of observable variables that affect aid allocation. This procedure shows that, even after taking observable factors into account, herding is still present. It suggests other considerations drive herding behavior.

Saz-Carranza, Ángel

The behavioral dimension of governing interorganizational goal-directed networks-managing the unity-diversity tension

Saz-Carranza, Á.; Ospina, S. M
Journal of Public Administration Research and Theory
(2010 IF=2.086)
Oxford University Press
Vol. 21, no. 2, 04/2011, p. 327-365

Network management research documents how network members engage in activities to advance their own goals. However, this literature offers little insight into the nature of work that aims to advance the goals of the network as a "whole." By examining the behavioral dimension of network governance, this article identifies a specific tension that network leaders address to effectively govern networks: although unity and diversity are essential to network performance, each makes contradictory demands which require attention. Findings from four case studies of immigrant networks in the United States point to three activities representing mechanisms that staff of network administrative organizations use to address this (network level) managerial tension. The study proposes that unity versus diversity represents a distinct challenge to the governance of networks that requires strategic action at the whole-network level and merits further study.

Serrano Rasero, Ignacio
Correa Domènech, Marc

Una propuesta de futuro para la función de Recursos Humanos

Harvard Deusto Business Review
Deusto
No. 202, 06/2011, p. 18-24

Una adecuada gestión de los recursos humanos constituye, además de un reto, uno de los principales a la hora de obtener lo mejor de una organización. Sin embargo, como ocurre con la mayoría de las funciones de la empresa, Recursos Humanos debe reinventar su papel y sus funciones, de forma que pueda convertirse en un socio dentro de la empresa y, tal y como plantean los autores de este artículo, garantizar la efectividad de toda la organización.

Sierra Olivera, Vicenta

Agreement in interpersonal perception as a predictor of group performance

Sierra, V.; Andrés, A.; Solanas. A.; Leiva, D.
Psicothema
(2010 IF=0.939)
Colegio Oficial de Psicólogos del Principado de Asturias; Universidad de Oviedo. Facultad de Psicología
Vol. 22, no. 4, 11/2010, p. 848-857

Concordancia en percepción interpersonal como predictora del rendimiento grupal. El presente trabajo trata sobre la cuantificación de las características grupales, concretamente, en este estudio se emplearon medidas diádicas de percepción interpersonal con el objetivo de predecir el rendimiento grupal en grupos académicos. Como indicadores del rendimiento grupal se tomaron las calificaciones del curso de 46 grupos de estudiantes, 24 de cuatro y 22 de cinco participantes. Mediante regresión lineal se obtuvo un porcentaje de varianza explicada del rendimiento grupal igual al 85% en grupos de cuatro participantes, mientras para los grupos de cinco miembros fue igual al 85,6%. Los resultados encontrados en la literatura científica basados en la perspectiva individual no son superiores al 18%. Los resultados del presente estudio apoyan la utilidad del enfoque diádico para predecir el rendimiento grupal en contextos sociales.

Singh, Jatinder Jit

In search of eminence: A personal brand-building perspective on the achievement of scholarly Prominence in Marketing

Noble, C. H.; Bentley, J. P.; Campbell, D.; Singh, J. J.
Journal of Marketing Education
Vol. 32, no. 3, 12/2010, p. 314-327

In Marketing, as in many other academic disciplines, new scholars are often taught a simple formula for the achievement of professional success: the single-minded pursuit of 'A'-level journal publications. While the goal of producing high quality research that is ultimately published in top level journals is certainly worthwhile, the attainment of true prominence or "eminence" in the discipline may draw on a more complex formula. Anecdotal evidence suggests that the most prolific scholars may not always be the most prominent. Taking a personal brand-building perspective, this study examines a wide range of factors that may influence the attainment of scholarly prominence in the marketing discipline. Using a sample of almost 300 marketing academicians, this study finds that while a raw volume of publications influences eminence, publishing top tier publications is even more significant. Perhaps most interestingly, this work highlights several different professional paths that can lead to scholarly eminence, suggesting a single-minded model is not necessarily appropriate.

Suárez Barraza, Manuel Francisco

Encuesta de sostenibilidad de sistemas de mejora continua: comparativa de dos comunidades industriales de España y México

Jaca García, C.; Suárez Barraza, M. F.; Viles Díez, E.; Mateo Dueñas, R.; Santos García, J.
Intangible Capital
Universitat Politècnica de Catalunya (UPC)
Vol. 7, no. 1, 06/2011, p. 143-169

En los últimos 50 años las empresas industriales han adoptado sistemas de mejora continua para mejorar su competitividad. Sin embargo, el mantenimiento de estos sistemas de mejora no es fácil. Algunas organizaciones, después de un período inicial de uno a dos años, abandonan el sistema debido a distintas causas. El propósito principal de este estudio es examinar el grado de aplicación de los sistemas de mejora continua y los factores que apoyan la sostenibilidad de su gestión a lo largo del tiempo en dos regiones diferentes. Con el fin de obtener un resultado comparativo entre dos regiones diferentes, se realizó una encuesta a dos zonas industriales, una en el norte de España y otro en México. Ambas zonas son importantes áreas industriales en España y en México. El estudio se ha realizado a través del análisis de datos obtenidos a partir de una encuesta. En concreto, la encuesta estaba dirigida a grandes empresas industriales que habían participado en las actividades de calidad y promoción de la mejora continua apoyada por fundaciones locales. Como conclusión, se sugieren las siguientes claves para la mejora sostenible: una mayor participación de la mano de obra directa en el sistema de mejora, aplicación de las metodologías de mejora, el establecimiento de objetivos claros para la mejora continua, la integración del sistema de mejora continua en la organización y el establecimiento de indicadores asociados al sistema de mejora. El estudio comparativo se centró en estudiar sólo dos zonas industriales tanto de España como de México, por lo que los resultados encontrados se circunscriben tanto al País Vasco como a la zona geográfica de Toluca-Lerma. Implicaciones prácticas: En nuestros resultados se detecta que algunas empresas de ambas zonas industriales empiezan a aplicar técnicas de mejora continua orientadas a la sostenibilidad. Por lo que dichos hallazgos pueden ser de mucha utilidad para aquellos gestores involucrados en los sistemas de mejora continua en empresas industriales tanto de España como de México. Como consecuencia, se ha iniciado una transformación lenta y suave acerca de algunos aspectos culturales, (trabajo en equipo y rutinas de resolución de problemas) que pueden influir en la calidad laboral y social del trabajador. El trabajo de investigación tiene como valor añadido el realizar una contribución teórica que ayude a cerrar la brecha del faltante de la literatura de la sostenibilidad de los sistemas de Mejora Continua en los países Iberoamericanos.

Suárez Barraza, Manuel Francisco
Ramis Pujol, Juan

Applying Kaizen approach in a sport football organization: A framework for continuous improvement management

Suárez Barraza, M. F.; Ramis Pujol, J.; Sandoval Argaza, F.
Jounal of Business Administration
Scholarly Journals
Vol. 1, no. 1, 04/2011, p. 12-16

The football industry, in particular, has shown extraordinary growth in recent years of between 10 and 15%, depending on the markets. However, this growth is expected to decelerate in the next few years, as a result of the global economic and financial crisis of 2008. The teams in Mexico's First Division of football have not been immune to the influence of all these aforementioned factors which affect the external environment, above all since the time that they began to take part in international tournaments. Some of these sports organisations dedicated to football in Mexico have begun to work with management models oriented towards continuous improvement (Kaizen, to use the Japanese term). Thus the main purpose of this research is to analyse the application of Kaizen in the specific context of a sports organisation dedicated to football. The research method adopted was the case study. Research was carried out in sports organisation dedicated to football, and adopted a retrospective focus. Three methods were used to gather data: direct observation, documentary analysis, and semi-structured interviews. The Kaizen approach helped this sport organization dedicated to football to improve their management system and sport management results. A continuous improvement management framework drawn from analysis of the case study is shown. Research was based on a single case study. However, rather than seeking empirical generalisation, it tries to examine and explore how is the Kaizen approach applied in a specific environment such as that of a sports organisation dedicated to football in Mexico. The research is effectively a guide for practitioners (Sport Managers) wishing to apply or already applying Kaizen in their sport management systems. A review of academic and practitioner literature on the subject indicated that application of the Kaizen approach in sport organisation dedicated to football had hardly begun to be explored. It is also significant that in Mexico and Latin America, examples of the transfer and implementation of this kind of approach are practically non-existent in academic literature on the subject.

Suárez Barraza, Manuel Francisco
Ramis Pujol, Juan
Heras Forcada, Miguel Angel

Reflecting upon management systems: Content analysis and synthesis

International Journal of Business Research and Management
Computer Science Journals (CSC)
Vol. 1, no. 2, 12/2010, p. 64-86

The purpose of this paper is to present and discuss/reflect on son well-known quality, strategy and excellence frameworks or models in order to understand the development of the management systems from the classical theory to now. In addition we try to understand the problems or limitation which such kind of models still may have, and in that sense, we proposed a possible macro elements and characteristics of an integral Management System. The studies examine some leading quality, strategy, excellence frameworks or models and discuss/identify their strengths as well as weakness. The chosen models and frameworks are Taylor's principles (1911), Fayol's operations (1914), System theory-frameworks (1969), Peter's and Waterman's eight excellence attributes (1982), the EFQM European Excellence model (1992), list of best practices (1998), the ISO 9000 norms (2000), Toyota's 4P model, and Kaplan and Norton's Management System (2008). Generally, quality, strategy and excellence models and frameworks are inspired by the classical management theory and/or Japanese practices and they recognize the importance to manage any organization using a Management System, which can be integrated by a hard and soft dimensions. Any dimension it is integrated by some elements and some characteristics. Therefore, as a result we attempt to make a first possible description of an integral Management System. On the other hand, our findings indicate that there are tendencies to interpret these models from positivistic view and ignore the soft dimension of the Management System (human aspect), when organization try to implement the model in their struggle to achieve quality and/or excellence, and when they try to translate the strategy in an effective process operation. An integral and holistic Management System can reduce these negative tendencies. The paper aspires to be of interest as much to researchers as to professionals in the manufacturing and service industry, whether they have middle management responsibilities, or are general managers, and also to all those employees whose work is related to some positions of authority (managing people and resources), with the object of understanding the Management System as an integral and holistic view that any organization uses to develop its strategy and translate into operational action and monitor and improve the effectiveness of both.

Suárez Barraza, Manuel Francisco
Ysa Figueras, Tamyko

An empirical study of continous process improvement (CPI) regarding public management in Spanish municipalities

Administración & Desarrollo
Escuela Superior de Administración Pública (ESAP)
Vol. 39, no. 53, 01/2011, p. 75-100

An empirical study of how continuous process improvement has been used in public management by Spanish town councils Certain Spanish city authorities updated and improved public management by adopting a continuous process improvement (CPI) approach during the late 1980s and early 1990s to enhance their public services and operating procedures. This qualitative research regarding Spanish town councils presents the findings of an exploratory study which tried to understand how CPI was applied to public management and ascertain the impact of implementing CPI on public management. It was found that CPI was being applied during evolutionary stages and improvement activities; its impact on public management in the Spanish town councils being studied here led to both positive and neutral results.

Tornabell Carrió, Robert

Basilea III: causas y posibles consecuencias de la nueva regulación

Harvard Deusto Finanzas & Contabilidad
Deusto
No. 99, 01/2011, p. 32-42

La gran crisis financiera y económica ha conducido a la negociación de un nuevo acuerdo de Basilea, con el que se pretende evitar que se repita una debacle de esta magnitud. Tras largas negociaciones, en noviembre de 2010 ve la luz el acuerdo de Basilea III, más exigente que el anterior en términos de capitales mínimos exigidos a las instituciones financieras. El autor de este artículo hace un recorrido por el contenido más importante del acuerdo, establece una comparación con Basilea II y esboza las posibles consecuencias de esta nueva regulación.

Valls Giménez, Josep Francesc

Consumer attitudes towards brands in times of great price sensitivity. Four case studies

Valls, J. F.; Andrade, M. J.; Arribas, R.
Innovative marketing
Business Perspectives
Vol. 7, no. 2, 04/2011, p. 60-70

This article examines the appeal brands maintain for consumers in light of the new consumption paradigm (pricing for value). As a result of heightened consumer price sensitivity stemming from the low cost phenomenon, a phenomenon which has grown enormously with the outset of the current economic crisis in 2008, a general shift in consumption patterns has occurred, with consumers migrating massively towards the lower price product range. Nevertheless, this shift does not imply that brands have been completely abandoned. On the one hand, consumers have gone from medium (Bbrand) and premium name brands to low cost name brands and, especially, private labels.

At the same time, however, there are still significant concentrations of resistant, brand-centered consumers. According to this scenario, the objective of this article is to analyze Spanish consumption patterns to demonstrate the hypothesis that, in the midst of this generalized move towards lower prices, as reflected in numerous studies, consumers still maintain a considerable brand-centered focus albeit shifting towards those same brands' most economical product range. With this aim the authors analyze four concrete case studies on a mass commodity and household brand, a powdered detergent, a beer brand and a textile firm. The methodology used in the first three cases consists of analyzing this shift from medium and premium brands based on a panel of eight thousand homes carried out by Kantar Worldpanel specifically for this study from 2005 to 2009. In the last case study, the authors compare the changes affecting the different product ranges in the textile firm, Diesel, over the last decade, the same period in which the brand expanded throughout Spain. Based on the results, the strong resistance observed among many consumers to abandon their favorite brands is worth noting.

Valls Giménez, Josep Francesc

Estrategias low cost en el modelo de negocio aéreo: claves y tendencias

Harvard Deusto Márketing & Ventas
Deusto
No. 102, 01/2011, p. 62-68

¿Cuáles son las oportunidades del sector aéreo en un contexto como el actual de aumento de los costes internos, incremento de la competencia dentro y fuera del sector y fuerte reducción de los márgenes? Este sector, que ha sufrido importantes cambios en las últimas décadas, debe analizar los componentes del nuevo escenario y establecer los factores clave de los modelos de negocio.

Valls Giménez, Josep Francesc

La marca resiste el efecto "low cost" values

Valls, J. F.; Arribas, R.; Andrade, M. J.
Harvard Deusto Business Review
Deusto
No. 199, 03/2011, p. 50-65

A pesar de que es un hecho el traslado masivo del consumo hacia los bajos precios, como consecuencia de la mayor sensibilidad al precio que ha forzado el fenómeno *low-cost*, los compradores mantienen una considerable actitud "marquista". La deriva hacia los productos de bajo precio no significa el abandono de las marcas, incluso a raíz de la crisis económica de 2008. En pleno proceso de abandono de marcas *premium* y *medium* hacia las *low-cost*, muchos consumidores siguen fieles a sus marcas, migrando hacia el *mainstream*, la zona más barata de éstas: buscan precio, pero siguen siendo marquistas. Los autores de este artículo han llevado a cabo un estudio de cuatro casos prácticos que ilustra con datos este fenómeno.

Valls Giménez, Josep Francesc

Mercadona: adaptando el modelo de negocio en años de recesión

Amat, O.; Valls, J. F.
Revista de Contabilidad y Dirección
ACCID
No. 11, 12/2010, p. 183-196

A lo largo de los últimos años, Mercadona ha ido consolidando una posición de liderazgo en el sector de la distribución alimentaria en España. Su modelo de negocio se sustenta en pilares sólidos: empleados motivados, excelencia en los procesos para ofrecer la máxima calidad al mínimo precio, clientes satisfechos, sociedad satisfecha y generación de valor para el accionista; todo ello con una mentalidad puesta en el largo plazo. A partir de 2007, con el inicio de la recesión, este modelo ha intensificado la percepción del cliente como eje central de todas sus decisiones y ha ido experimentando innovaciones significativas que han permitido que la empresa haya seguido incrementando su cuota de mercado. En este caso se describen los rasgos principales del modelo de negocio y las medidas más relevantes que se han puesto en marcha para hacer frente a la recesión. Con ello, se pretende exponer un caso real de una empresa que ha conseguido seguir avanzando, inclusive en años de recesión, gracias especialmente a las políticas de reducción de costes que han ido acompañadas de otras medidas relacionadas con empleados, procesos, proveedores y accionistas.

Valls Giménez, Josep Francesc

Reinventar el modelo de negocio para vender más barato. Aproximación al análisis comparado de las estrategias low cost

Revista de Contabilidad y Dirección
ACCID
No. 11, 12/2010, p. 11-24

La primera reacción de las empresas a la demanda generalizada de bajos precios por parte de los clientes consiste en la reducción indiscriminada de los costes en toda la cadena de valor. Pero por importantes que sean estas medidas no tienen suficiente consistencia como para ser trasladadas convenientemente a los precios finales. Por eso, no queda más remedio que acometer procesos de innovación radicales que reinventen el modelo de negocio combinando de una forma distinta los procesos productivos; de esta manera, el abaratamiento conseguido en los costes podrá ser traducido en grandes rebajas en los precios finales que es lo que reclaman los consumidores. Este artículo revisa los procesos de innovación requeridos para producir reducciones de costes que impacten de manera definitiva en los precios. La revisión conduce a plantear una propuesta metodológica para reinventar el modelo de negocio en base a innovaciones aplicadas a la producción, a la fórmula para obtener el beneficio y a los procesos. Finalmente, se realiza un análisis comparativo entre once empresas seleccionadas que operan bajo filosofía *low cost*, entre las que incluimos Mercadona, IKEA, ING, Zara y Mango, con el fin de medir la intensidad de cada una de las fuentes innovación.

Vanhaverbeke, Wim

Broadening the scope of open innovation: past research, current state and future directions

Van de Vrande, V.; Vanhaverbeke, W.; Gassmann, O.
International Journal of Technology Management
(2010 IF=0.519)
Inderscience Enterprises
Vol. 52, no. 3-4, 12/2010, p. 221-235

In this first paper of the special issue, we identify some trends in open innovation research by analysing how the literature on this topics has evolved since the introduction of the concept in 2003. Research on open innovation has been mushrooming ever since and the scope has been broadened in different directions. Researchers also started to analyse open innovation at different level of analysis from the individual actors in organisations to ecosystems and national innovation systems. Despite the vast growth in research on open innovation, we identified several directions for further research: open innovation research should be linked to other management areas such as marketing, HRM, change management, etc. In addition, our understanding of open innovation could be improved if the recently developed insights could be related to the existing management theories.

Vanhaverbeke, Wim

Exploring a theoretical framework to structure policy implications of OI

De Jong, J. P. J.; Kalvet, T.; Vanhaverbeke, W.
Technology Analysis & Strategic Management
(2010 IF=1.040)
Routledge
Vol. 22, no. 8, 11/2010, p. 877-896

Open innovation is increasingly popular among practitioners and scholars, but its implications for public policy making have not yet been analysed in detail. This paper explores a theoretical framework to structure the debate about public policy making that facilitates open innovation. We first define open innovation in terms of firms' open innovation practices and external conditions that encourage enterprises to practice open innovation. We show that policies for open innovation are legitimate as traditional arguments like market and system failures continue to apply. Next, we identify several guidelines for policymaking. Rather than just offering R&D and interaction-oriented policies, we conclude that open innovation warrants attention in a broader range of policy areas, including entrepreneurship, education, science, labour markets and competition. Developing truly horizontal policies is a major challenge to facilitate open innovation in developed economies.

Vanhaverbeke, Wim

Environment, network interactions and innovation performance of industrial clusters: Evidences from Germany, The Netherlands and China

Zhao, Y.; Zhou, W.; Hüsig, S.; Vanhaverbeke, W.
Journal of Science and Technology Policy in China
Emerald
Vol. 1, no. 3, 09/2010, p. 210-233

The purpose of this paper is to categorize industrial clusters, and then compare three industrial clusters of three countries from the perspectives of hard environment, soft environment, factors from supply and demand sides, and the network mechanism. Data were collected through interview with cluster coordinators. Qualitative case studies were conducted. The center of excellence behaves well in nearly all aspects, while the spatially narrowly distributed specific center of innovation mainly exploits benefits from its concentrated sector. For the Chinese comprehensive technology incubator, relatively limited geographical space and broad sectorial distribution endow it with unclear strengths, implying the inadequacy of interconnectedness and industry relatedness mentioned by Porter. Data were collected mainly from cluster coordinators, implying further data collecting and more comprehensive analysis. It only makes sense to compare industrial clusters that are comparable with each other. Elements must be matched to facilitate the network interactions, and hence the innovation performance of clusters. This paper contributes to the theoretical basis through it analyzing and clarifying the scales to measure industrial clusters, and answers the question: what is the situation of industrial clusters behaving in several aspects including hard environment, soft environment, supply, demand, network interactions and innovation performance?

Vanhaverbeke, Wim

The influence of scope, depth, and orientation of external technology sources on the innovative performance of Chinese firms

Chen, J.; Chen, Y.; Vanhaverbeke, W.
Technovation
(2010 IF=2.993)
Elsevier
Vol. 31, no. 8, 08/2011, p. 362-373

It is commonly accepted nowadays that external knowledge sources are important for firms' innovative performance. However, it is still not clear, what dimensions of firms' external knowledge search strategy are crucial in determining their innovation success and whether these search strategies are contingent on different innovation modes. In this study, we analyse how the innovative performance is affected by the scope, depth, and orientation of firms' external search strategies. We apply this analysis to firms using STI (science, technology and innovation) and DUI (doing, using and interacting) innovation modes. Based on a survey among firms in China, we find that greater scope and depth of openness for both innovation modes improves innovative performance indicating that open innovation is also relevant beyond science and technology based innovation. Furthermore, we find that decreasing returns in external search strategies, suggested by Laursen and Salter (2006), are not always present and are contingent on the innovation modes. Next, we find that the type of external partners (we label it "orientation of openness") is crucial in explaining innovative performance and that firms using DUI or STI innovation modes have different sets of relevant innovation partners. This shows that the orientation of openness is an important dimension—in addition to the scope and depth of openness. As respondents are located in China, this study provides evidence that open innovation is also relevant in developing countries.

Vila Fernández-Santacruz, Mar

Competir con estrategias low cost

Revista de Contabilidad y Dirección
ACCID
No. 11, 12/2010, p. 25-38

En los últimos años se han visto numerosos casos de éxito de empresas que aplican estrategias *low-cost* en distintos sectores. También se ha constatado una utilización abusiva y confusa del término para referirse a acciones en precio que no responden efectivamente a una estrategia deliberada de *low-cost*. El objetivo de este trabajo es recoger el marco conceptual de las estrategias *low-cost* en el ámbito de la gestión empresarial y analizar algunas experiencias exitosas desde esta óptica. Los análisis indican que cuanto más parecido al modelo original *low-cost*, es decir, cuanto mayor es el ajuste a los rasgos esenciales de dicha tipología de estrategia, mejor es el resultado en términos de rentabilidad. Tras describir los rasgos esenciales de una estrategia *low-cost* se destaca el papel de los sistemas de gestión de costes en dicha estrategia para facilitar su implementación exitosa.

Wareham, Jonathan D.

Bridging and bonding in exchange networks: A structural embeddedness perspective of B2B digital intermediation

Tang, X.; Rai, A.; Wareham, J.
IEEE Transactions on Engineering Management
(2010 IF=1.344)
IEEE Technology Management Council
Vol. 58, no. 1, 01/2011, p. 4-20

We adopt a structural embeddedness perspective to explore how network structure shapes the type of value-creation opportunities that digital intermediaries can exploit and to understand the capabilities that they require to be successful in the context of different network structures. Through two comparative case studies, we find that different tie architectures and exchange structures form the push forces to shape the opportunities for digital intermediaries. Based on the type of network position they intend to occupy, digital intermediaries can increase their chance of success by developing distinct capabilities for bridging and/or bonding. The two cases also show that bridging benefits may be easier to obtain but harder to defend and scale, while bonding benefits are harder to obtain but easier to defend and scale. The findings are used to develop theoretical propositions related to successful digital intermediation in different network structures.

Wareham, Jonathan D.

Electronic intermediary functional roles and profitability

Klein, R.; Wareham, J.; Cousins, K.
Decision Sciences
(2010 IF=2.233)
Wiley-Blackwell
Vol. 42, no. 2, 05/2011, p. 309-337

Internet start-ups and traditional firms expanding existing offerings and services through the Net have seen both success and failure. For such business model pursuits, electronic intermediation possesses the ability to cultivate new marketplaces and restructure supply chains. The economic literature identifies four distinct intermediary roles, specifically: (i) information and (ii) logistics management, (iii) transaction securitization, as well as (iv) insurance/market-making and liquidity management. Research notes that electronic intermediaries, while possessing clear advantages in their ability to manage information, face greater challenges in allowing parties to benefit from the facilitation of more complex coordination activities, namely transaction securitization in addition to insurance/market-making and liquidity management. In an effort to better understand pursuit of functional intermediary roles, our analysis of data collected on 182 electronic intermediaries explores relationships between intermediation roles and profitability. Business models relying solely upon the provision of information management are likely to realize lower levels of profitability. Alternately, the intermediary roles of logistics management as well as insurance/market-making and liquidity management realize higher levels of profitability. Moreover, when comparing commodity- and service-based intermediaries, the provision of logistics management on the part of commodity-based firms sees higher levels of profitability, with insurance and liquidity provisions associated with greater profitability for both commodity- and service-based firms. Finally, when contrasting traditional firms expanding operations in digital markets with Internet pure-plays, we find transaction securitization functions increase the likelihood of realizing greater profitability for non-Internet pure-plays.

Wiengarten, Frank

Assessing the value creation process of e-business along the supply chain

Wiengarten, F.; Fynes, B.; Humphreys, P. ; Chavez Clavijo, R.; McKittrick, A.
Supply Chain Management-An International Journal
(2010 IF=2.484)
Emerald
Vol. 16, no. 4, 06/2011, p. 207-219

This paper seeks to report the results of an empirical study examining the value creation process of e-business (EB) applications from a supply chain perspective. A questionnaire was sent to procurement managers located in the German automotive supply chain. Interaction effects were examined through regression analyses to illustrate the moderating role of the suppliers' EB readiness in the value creation process throughout the supply chain. Based on the resource-based view (RBV) and previous research this study illustrates that EB applications (i.e. EB interaction applications, EB coordination applications and EB integration applications) have a significantly stronger positive impact on operational performance when a company's key suppliers are ready and willing to engage in EB (suppliers' EB readiness). Although research on the performance impact and business value of EB applications has advanced over the past years, there is still a scarcity of research taking a supply chain perspective on EB value. This study addresses this gap through reporting results of an empirical study examining the value creation of EB applications through the moderating role of suppliers' EB readiness on the EB applications-operational performance relationship throughout the supply chain. This paper will thus be beneficial for supply chain managers considering investing in EB systems and will support further research in EB value creation in supply chains.

Wiengarten, Frank

Collaborative supply chain practices and performance: Exploring the key role of information quality

Wiengarten, F.; Humphreys, P. ; Cao, G.; Fynes, B.; McKittrick, A.
Supply Chain Management-An International Journal
(2010 IF=2.484)
Emerald
Vol. 15, no. 6, 12/2010, p. 463-473

This paper seeks to report the results of a study examining the importance of information quality for the efficacy of collaborative supply chain practices. A questionnaire was sent to procurement managers throughout the supply chain within the German automotive industry. Regression analyses illustrate the differences in performance of collaborative practices under high and low information quality scenarios. The study illustrates that the impact of collaborative supply chain practices (i.e. information sharing, incentive alignment, joint-decision making) on performance varies significantly depending on the quality of information that is exchanged throughout the supply chain. Specifically, whilst information sharing improves operational performance when low and high quality information is exchanged, incentive alignment and joint decision making only improve operational performance when the information is of high quality. Although research on the performance impact of collaborative supply chain practices has advanced over the past decade, there is still a scarcity of research acknowledging the multidimensional nature of collaboration. Additionally, the importance of information quality for the success of collaborative practices has not been firmly established. The paper addresses this void in the literature by reporting results of an empirical study examining collaborative supply chains and practices within the German automotive industry. The paper will thus be beneficial to supply chain managers considering collaborative practices and will support further empirical research work in the collaborative supply chain research field.

Wiengarten, Frank

Exploring the impact of national culture on investments in manufacturing practices and performance: An empirical multi-country study

Wiengarten, F.; Fynes, B.; Pagell, M.; De Búrca, S.
International Journal of Operations & Production Management
(2010 IF=1.812)
MCB University Press
Vol. 31, no. 5, 05/2011, p. 554-578

The purpose of this study is to assess how differences in national culture influence the impact of investments in manufacturing practices on operational performance. The paper addresses the following research question: does national culture affect the efficacy of investments in manufacturing practices? Hofstede's model of national culture is used to test whether there are operational performance differences when organisations in different cultural contexts invest in identical manufacturing practices. The research question is explored and answered by assessing the moderating role of national culture using ordinary least square analysis. The results suggest that some dimensions of national culture significantly moderate the impact of investments in manufacturing practices on manufacturing performance. This study represents a comprehensive attempt to explain differences in the impact of manufacturing practices investments on operational performance improvements in terms of cultural differences.

Wiengarten, Frank

Towards a contingency resource-based view of IT business value

Cao, G.; Wiengarten, F.; Humphreys, P.
Systemic Practice and Action Research
(2010 IF=0.518)
Plenum Press
Vol. 24, no. 1, 02/2011, p. 85-106

Empirical research on the business value of IT has often been underpinned by the indispensable tenet of resource complementarity in the resource-based view (RBV) and the crucial concept of fit rooted in contingency theory. Increasingly, it has been recognised that IT needs to be integrated with other organisational factors to create business value. However, empirical studies differ in varying degrees from what organisational factors to be examined and their research findings, but also have been largely biased towards examining pairwise relationships between IT and organisational factors. This paper argues that IT is an integral part of a system of interrelated organisational factors and that a holistic approach is required to further understand when, how and why IT creates business value. After summarising what has been learnt from empirical studies of IT business value, this paper discusses the key conceptual issues of internal fit and resource complementarity as currently conceptualised and employed in the research domain. In order to continue advancing knowledge, this paper argues for and presents a contingency RBV to provide an alternative conceptualisation of IT business value. Essentially, the contingency RBV conjectures that the level of IT business value depends on the interaction of a whole system subject simultaneously to multiple moderators and mediators. Finally, this paper concludes with a discussion of the value of the contingency RBV and its implications for future research.

Journals

Other articles

Abel Lluch, Xavier

Dossier jurisprudencia sobre derecho probatorio

Diario La Ley

Madrid: La Ley

No. 7494. Diario La Ley. Especial Cuadernos de Probática y Derecho Probatorio, no. 3/2010, 10/2010,

I. Viabilidad de las diligencias finales de oficio en segunda instancia

p. 14-15

II. El testigo-perito no es una pericial extemporánea

p. 15-17

III. La prueba de la voluntad testamentaria

p. 17

1- Comentario al auto de la Audiencia Provincial de Pontevedra de 28 de mayo de 2010 (con voto particular de Dº Julio Picatoste Bobillo). Si bien las posturas favorable y contraria a las diligencias finales pueden sostenerse en argumentos legales, entendemos que la favorable a tales diligencias es la más acertada porque se sostiene en razonamientos constitucionales, esto es, ofrece una lectura constitucional de las leyes (art. 435 Ley de Enjuiciamiento Civil) que potencia el valor superior del ordenamiento jurídico de la Justicia de la decisión judicial, y favorece al justiciable la máxima efectividad de la tutela judicial efectiva.

2- La sentencia comentada de la Audiencia Provincial, secc. 14ª, de 18 de junio de 2009, aborda una cuestión que se reitera con cierta frecuencia en la práctica forense que es el intento de introducir, a través de la figura del testigo-perito (art. 370.4 LEC) y en el acto del juicio o de la vista, un informe pericial, que no se acompañó previamente, como es preceptivo, con los escritos de demanda o contestación a la demanda (art. 265.1.4 LEC y 366 LEC).

3- La sentencia del Tribunal Supremo de 4 de noviembre de 2009 aborda el supuesto en el que un testador pretendía que valiera como testamento en peligro de muerte -o, en su defecto, como testamento ológrafo- un pretendido borrador, que ni tan siquiera había escrito, y que constituía un simple resumen de lo que había manifestado verbalmente a una oficial de la Notaría, a la espera de otorgar testamento.

Abel Lluch, Xavier

Dossier de jurisprudencia sobre Derecho Probatorio II. El error en la valoración probatoria, con carácter excepcional, puede fundarse en el artículo 469.1.4º LEC

Diario La Ley

Madrid: La Ley

No. 7564, Especial Cuadernos de Probática y Derecho Probatorio, no. 4/2011, 02/2011, p. 22-23

Comentario a la Sentencia del Tribunal Supremo, Sala Civil, de 1 de octubre de 2010. La más reciente jurisprudencia del Tribunal Supremo viene entendiendo que, de forma excepcional, la indebida valoración de la prueba, que anteriormente había encuadrado en el núm. 2º del art. 469 Ley de Enjuiciamiento Civil (LEC) (<infracción de las normas reguladoras de la sentencia>), debe ser denunciada actualmente al amparo del núm. 4º del mismo art. 469 LEC (<vulneración, en el proceso civil, de derecho fundamentales reconocidos en el artículo 24 de la Constitución>).

Abel Lluch, Xavier

La prueba a consulta III. ¿Puede acceder el contenido de un e-mail o de una página web al proceso a través de la prueba de reconocimiento judicial?

Diario La Ley

Madrid: La Ley

No. 7564, Especial Cuadernos de Probática y Derecho Probatorio, no. 4/2011, 02/2011, p. 26-28

En esta sección, de la prueba a consulta, se plantea y de da respuesta a la cuestión de si el contenido de un e-mail o una página web puede acceder al proceso a través de un medio de prueba como es el reconocimiento judicial, respondiéndose afirmativamente a la cuestión planteada, y analizando la proposición y práctica de este medio de prueba.

Abel Lluch, Xavier

Repensando el concepto de documento

Diario La Ley

Madrid: La Ley

No. 7667. Especial Cuadernos de Probática y Derecho Probatorio, no. 5/2011, 07/2011, p. 8-13

La Ley 1/2000, de 7 de enero, de Enjuiciamiento Civil, partió de un concepto de documento que exigía el soporte papel y la escritura, concepto que se ha visto superado por la aparición del llamado documento electrónico y la proliferación de una legislación extraprocesal -entre ellas la L 59/2003, de 19 de diciembre, de firma electrónica-. En este artículo, y partiendo de las diversas nociones doctrinales de documento y del concepto amplio de documento que acoge la jurisprudencia, se proponen las premisas para articular un concepto de documento en el que tenga cabida el documento escrito y en soporte papel y el documento electrónico.

Alfaro Faus, Manuel

Iglesias Bedós, Oriol

En búsqueda de un nuevo marketing

Directivos y Empresas

Barcelona: Confederación Española de Directivos y Ejecutivos (CEDE)

No. 93, 12/2010, p. 132-133

En el entorno competitivo actual, desde la perspectiva de marketing y para competir con éxito, hay que reorientar la gestión de empresas y organizaciones en tres ámbitos que están interrelacionados: marca, relaciones y servicio.

Arenas Vives, Daniel

Entrevista a Avishai Margalit

VIA: Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 15, 04/2011, p. 126-137

Avishai Margalit és un filòsof a qui li agrada començar les seves reflexions a partir d'exemples concrets i esdeveniments històrics. No és, doncs, un filòsof en abstracte. A més, és un reputat observador del conflicte entre Israel i Palestina, i de la relació entre l'Islam i l'Occident. Quan vàrem tenir aquesta llarga conversa, poc abans de la conferència que va donar al Centre de Cultura Contemporània de Barcelona (CCCB) el dia 7 de febrer, la revolta a Egipte ocupava les portades dels diaris, els resultats eren incerts i no era gens clar que el president Mubarak tingués intenció d'anunciar la seva retirada. A partir d'aquests esdeveniments, varen anar sorgint alguns dels temes que Margalit ha tractat en la seva obra. Nascut a Jerusalem el 1939, Margalit és catedràtic emèrit de Filosofia de la Universitat Hebrea de Jerusalem i actualment, professor de l'Institut d'Estudis Avançats de la Universitat de Princeton. Gràcies als seus llibres, ha estat reconegut com un dels pensadors contemporanis més destacats i originals per les seves reflexions sobre la condició humana, els fonaments morals del nostre temps i els problemes que enfronten les societats occidentals. Ha escrit La sociedad decente (Paidós, 1997, reeditat el 2010), Ética del recuerdo (Herder, 2002), Idolatría, guerras por imágenes (amb Moshe Albertal, Gedisa 2003), Occidentalismo: breve historia del sentimiento antioccidental (amb Ian Buruma, Península 2005) i, més recentment, On Compromise and Rotten Compromises (Princeton, 2009). Ha rebut diversos premis i distincions, entre el quals l'Spinoza Lens Prize (2001) i el premi Israel de Filosofia (2010).

Cano Giner, Josep Lluís

Business information visualization: representación de la información empresarial

Novática
Barcelona: Asociación de Técnicos de Informática (ATI)
No. 211, 05/2011, p. 8-15

Los directivos y directivas cada vez disponen de más información y menos tiempo para acceder a ella, ya que deben tomar decisiones rápidamente. Su correcta representación se puede convertir en una pieza clave a la hora de facilitar la toma de decisiones. En el artículo, se parte de una revisión de la historia y de la importancia de la visualización de la información. Asimismo, se muestra un ejemplo de cómo mejorar dicha visualización y se concluye con las nuevas necesidades surgidas en torno a este aspecto, requeridas tanto por las organizaciones como por sus directivos.

Cano Giner, Josep Lluís

Business information visualization

UPGRADE: the European journal for the informatics professional
Brussels: Council of European Professional Informatics Societies (CEPIS)
Vol. XII, no. 3, 07/2011, p. 4-13

Managers have more and more data and less and less time to access it, as they need to make decisions quickly. Its correct representation can become a key element for facilitating decision making. The paper starts with a review of the history and importance of information visualization. We also provide an example of how this visualization can be improved, and we conclude with an account of new needs that are arising in this field, as reflected by both organizations and their managers.

Castiñeira Fernández, Àngel

Prolegòmens al lideratge educatiu a Catalunya: el repte de liderar de manera integral

Escola Catalana
Barcelona: Òmnium Cultural
No. 468, 01/2011, p. 4-11

En aquest article s'aborda la qüestió del lideratge com un element clau per al canvi educatiu, tant a nivell de centres com, en general, de sistema.

Castiñeira Fernández, Àngel

"Sólo con valores blandos no saldremos adelante"

Link Abertis
Barcelona: Abertis Infraestructuras
No. 4, 05/2011, p. 20-25

El director académico de la Cátedra Liderazgos y Gobernanza Democrática de ESADE profundiza en algunos de los aspectos del estudio *Valors tous en temps durs*, que ha publicado conjuntamente con el sociólogo Javier Elzo.

Comajuncosa Ferrer, Josep M.

L'estat de salut de l'euro

VIA Valors, Idees, Actituds
No. 13, 09/2010, p. 50-58

D'uns mesos ençà les preocupacions d'alguns dels principals economistes sobre el futur de l'euro han saltat del debat acadèmic a la premsa quotidiana. El professor Comajuncosa ens introdueix aquí en les mancances del Pacte d'Estabilitat que va generar l'euro. Per bé i per mal, aquest va ser el resultat d'un pacte polític. Ara, però, és l'hora de posar les bases per garantir-ne el seu futur. Per dur-ho a terme cal coordinar polítiques fiscals i controlar l'endeutament dels estats membres, també corregir els desequilibris crònics de les diferents economies i dur a terme l'ampli llistat de reformes pendents. L'Estat espanyol parteix en aquesta cursa d'un situació complexa. Part d'aquesta situació prové d'un mal ús dels fons de cohesió europeus, esmerçats durant anys a vertebrar econòmicament l'Estat, en comptes d'invertir en una millora de la seva competitivitat. Malgrat tot, l'autor veu la viabilitat de l'euro factible i recomana relaxar els ajustos fiscals per facilitar la recuperació.

Coscubiela Conesa, Joan

Efectos y utilidad de la Reforma Laboral en materia de flexibilidad

Actum Social
Madrid: Francis Lefebvre
No. 47, 01/2011, p. 27-34

La exposición de motivos de la ley 35/2010 recoge entre sus objetivos las medidas que incentiven el uso de la flexibilidad interna en las empresas frente al uso de los mecanismos de ajuste externo, a través de la contratación temporal o el despido. El artículo analiza la utilidad de la reforma, desde esta perspectiva y apunta cuales pueden ser los efectos de la reforma laboral del 2010 desde esta perspectiva. Para el autor, los treinta años de reformas laborales producidos desde 1980 permiten afirmar que una vez más, el contenido de la ley no corresponde a las declaraciones de intenciones del legislador en su exposición de motivos. Los incentivos a la flexibilidad laboral introducidos en la reforma laboral del 2010 no van a producir los efectos anunciados, porque aunque se avanza en la regulación de la flexibilidad interna en las empresas, la Ley 35/2010 avanza mucho más en facilitar las rescisiones de contratos y en la reducción de los costes del despido, tanto en su vertiente disciplinaria, como en el despido objetivo. Todo ello apunta que nuestro sistema de relaciones laborales continua incentivando más el despido que la flexibilidad como factor de ajuste del empleo en los momentos en que se produce un cambio de ciclo o una crisis económica como la actual.

Costa Guix, Gerard

El marketing hortofrutícola: ¿la marca o el "toque y elija"?

Código 84: la revista de AECOC
Barcelona: Asociación Española de Codificación Comercial (AECOC)
No. 156, 06/2011, p. 52-56

Para el consumidor, la compra de frutas y verduras se basa en experimentar con sus propios dedos y ver las características del producto. Las marcas parece que quedan relegadas a un papel secundario. Algo paradójico teniendo en cuenta que la marca representa una promesa de calidad y que ha obtenido, a lo largo de la historia, múltiples logros en otras secciones de productos frescos. El artículo realiza una revisión de la evolución de las marcas en productos frescos, analiza las estrategias a poner en marcha para dar mayor valor al sector hortofrutícola y subraya la importancia de aportar más información sobre los productos.

Costa Guix, Gerard

Los nuevos paraísos: marketing, turismo y sociedad

Savia. Revista de Economía y Gestión de Viajes.
Madrid: Amadeus España
No. 85, 02/2011, p. 64-65

El marketing social aporta una de las principales áreas de innovación en valor aportado a nuestros *stakeholders* y más en un sector como el turismo donde es creciente el segmento de usuarios que sufre al conciliar su consumismo con su escala de valores. Revisamos las principales áreas de aplicación del concepto Iniciativas Sociales Corporativas en el sector hotelero y como estas se dirigen a un consumidor cada vez más interesado en mejorar el mundo a través de su actividad de consumo.

Dolan, Simon

Managing and coaching by values

Effective Executive
Hyderabad (India): ICFAI University Press
Vol. 13, no. 9, 09/2010, p. 14-20

This paper presents a model of Managing & Coaching by Values (MBV-CBV) as an important philosophical and practical framework for Leaders and Executives to use in today's chaotic business and economic environment. We briefly discuss the evolution of management philosophy from Management by Instruction (MBI) to Management by Objectives (MBO), and on to Management by Values (MBV). Finally, we propose the concept of Coaching by Values (CBV) and a set of tools critical for effectively managing a values-based corporate environment.

Enzler Fandos, Sandra
Navarro Segura, M. Eugenia

Estudio del sector legal de los negocios

Diario La Ley
Madrid: La Ley
No. 7596, 03/2011, p. 1-19

El presente estudio tiene por objeto conocer las tendencias en el sector legal desde dos perspectivas: la de los contratadores de servicios jurídicos -asesorías jurídicas de empresa- y la de los que prestan servicios-abogados externos/firmas jurídicas-. Para ello se han analizado cuestiones relevantes y comunes en ambos colectivos: los honorarios, las políticas de recursos humanos, la formación y la utilidad de las herramientas de marketing y comunicación empleadas por las firmas jurídicas.

Fabregat Feldsztajn, Jordi
Finançament del circulant
Revista Accid
Barcelona: ACCID,
No. 6, 04/2011, p. 22-24

Presentació de la metodologia de planificació financera y detall dels instruments de finançament del circulant. La dificultat per accedir al crèdit per a particulars i empreses és una de les principals conseqüències de la crisi del sistema financer. En el cas particular d'Espanya, el tancament del mercat interbancari, la impossibilitat de seguir titulitzant els crèdits hipotecaris i l'augment brutal de la mora en els préstecs al sector de la construcció han portat les entitats financeres a haver de tallar els préstecs a l'economia productiva.

Gimeno Sandig, Alberto
Family business: How to understand and manage different types of family businesses
Gimeno, A.; Baulenas, G.; Comacros, J.
European Financial Review
London: EBR Media
No. June 2011, 06/2011, p. 60-64

Family-business relations should be managed in accordance with their complexity profile. Complexity is defined through the number of elements in a system and their interactions. More complexity means more variability in possible behaviours. We suggest that approaching family business from the perspective of the model(s) employed is useful for business families, the consultants and professionals supporting them, and for the academic community.

Giné Daví, Jaume
Aniversaris, silencis i ferides no cicatritzades
VIA Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 14, 12/2010, p. 36-59

El 2010 s'han commemorat diversos aniversaris històrics. En podem destacar el 70è aniversari de les matances de Katyn, el 65è aniversari del bombardeig atòmic d'Hiroshima i Nagasaki i de la fi de la Guerra del Pacífic, i el 60è aniversari de l'inici de la Guerra de Corea. Les guerres s'acaben, però poques vegades s'assoleix una pau plena entre els pobles. Els vencedors imposen el silenci i les seves veritats als vençuts, acusats de ser els causants directes i indirectes de totes les barbàries. És evident que els vencedors neguen o silencien els seus crims, comesos sobre les poblacions civils indefenses. La pau només s'assoleix quan les parts es reconcilien i accepten les seves responsabilitats pels errors i horrors esdevinguts abans, durant i, fins i tot, després dels conflictes. Cal fer sortir a la llum «les veritats oficials» i explicar simplement «la veritat». Saber demanar perdó no humilia, sinó que engrandeix qui ho fa. És l'única manera que les ferides, en molts casos molt profundes, s'acabin cicatritzant. El perdó no esborra el passat, però pot ajudar a evitar que es repeteixin noves barbàries en el futur.

Giné Daví, Jaume
Asia, á marxe da crise?
IGADI Annual Report
Redondela, Pontevedra:Instituto Galego de Análise e Documentación Internacional (IGADI)
No. 2010-2011, 02/2011, p. 22-25

Asia es un continente con unos grandes contrastes económicos y sociales. Allí se encuentran los grandes países motores del crecimiento de la economía global en 2010. Destacan: China e India. También Corea del Sur apostó por abrirse más al exterior. Y Japón observa con cautela a China, ya convertida en la segunda economía mundial. Y otros países, como Indonesia, surgen como nuevas potencias emergentes. Sin embargo, se da la paradoja que en Asia del Sur se concentran la mayor cantidad de pobres del mundo, incluso superior a los de África subsahariana. Modernización y pobreza son las dos caras de una moneda muy corriente en Asia.

Giné Daví, Jaume
Un Nòbel compromès
Butlletí Centre d'Estudis Jordi Pujol
Barcelona: Centre d'Estudis Jordi Pujol
No. 226, 10/2010
[Electronic resource]

El comitè noruec del Nobel ha estat valent a l'hora de llorejar el 8 d'octubre el dissident xinès Liu Xiaobo, fent cas omís a les fortes pressions de Pequín. Una decisió meritòria, presa en el moment en què el primer ministre xinès, Wen Jiabao, visitava la UE amb la bossa plena de divises, prometent suports financers a diversos països europeus ofegats per la crisi econòmica.
Barack Obama demanà el seu ràpid alliberament. Altres governs callen i es mostren prudents. El diner xinès pot ajudar en una conjuntura difícil i fins i tot pot comprar silencis. Però no sempre. Des de Noruega s'alçà una veu que recordava que, a més dels diners o «els valors financers», hi ha altres «valors universals» més respectats que han de ser respectats i protegits.

Ginés Castellet, Núria
Enriquecimiento injusto y contrato: ¿La equivalencia de prestaciones como exigencia de un principio de justicia contractual? Una mirada a la rescisión por lesión en Cataluña
Diario La Ley
Madrid: La Ley
No. 7542, 01/2011, p. 1-3

En un proceso de reflexión abierta sobre las nuevas perspectivas del Derecho Contractual, parece oportuno lanzar algunas ideas, dudas y reflexiones sobre el papel a desempeñar por nociones tales como justicia en el contrato, equilibrio contractual, lesión y enriquecimiento injusto. Y esto es lo que se pretende en este escrito: invitar a la reflexión sobre el rol que debería cumplir el principio de justicia contractual en nuestro Derecho de contratos.

Martínez-Ribes, Lluís

Plusfresc, nueva generación de supermercados de facilidad. Hacer la compra en un plis plus.

Código 84: la revista de AECOC
Barcelona: Asociación Española de Codificación Comercial (AECOC)
No. 153, 03/2011, p. 56-59

El artículo presenta el nuevo concepto de Plusfresc, enseña de Supermercados Pujol, basado en una nueva generación de tiendas de "comodidad" (lo que los británicos llaman "conveninence store").

Molins Raich, Marc

El nuevo régimen de prescripción de los delitos en el Código Penal

Molins Raich, M.; Caellas Camprubí, M.
Economist & Jurist
Barcelona: Difusión Jurídica y Temas de Actualidad
No. 149, 04/2011, p. 58-63

La entrada en vigor de la Ley 5/2010 ha representado una importante modificación en el régimen de prescripción de los delitos y de las faltas. En consonancia con la importancia y significación del mentado instituto, esta reforma fue objeto de un copioso debate parlamentario, no exento de fisuras, dando lugar a una nueva redacción de los artículos 131 y 132 del vigente Código Penal.

Muñoz Sabaté, Luis

Taxonimia indiciaria

Diario La Ley
Madrid: La Ley
No. 7564, Especial Cuadernos de Probática y Derecho Probatorio, no. 4, 02/2011, p. 1-7

A la labor de búsqueda y captura de los indicios que pueden conformar en su caso la prueba civil o penal, le iría muy bien poder disponer de un previo sistema de definición, ordenación y atribución.

Murillo Bonvehí, David

Idees per sortir de la crisi. Realisme, projecte i unitat

VIA: Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 15, 05/2011, p. 66-67

Enfilem el quart any d'una crisi que ningú dubta que tindrà la capacitat d'introduir canvis econòmics i socials que duraran dècades, com en la famosa crisi del 1929, o com en la no menys famosa i més nostrada crisi de la fil·loxera que ens recorda el professor amat, hi haurà un abans i un després. El conjunt d'assaigs, breus, que aquí segueixen, redactats des de l'atalaia particular que els dóna la seva posició d'acadèmics, analistes i empresaris de renom, volen contribuir a encarar un futur que podem optar per conduir o per deixar-nos-hi arrossegar. La mirada sobre la situació present i la prioritat dels reptes a entomar, com no podia ser d'altra manera, és plural. Tanmateix, s'hi endevinen un conjunt d'elements comuns que, a la manera d'un destil·lat fi, ens permeten dibuixar aquells elements que poden fer que Catalunya dibuixi la seva sortida particular a la crisi.

Murillo Bonvehí, David

Nous temps, noves capacitats

La Revista de Blanquerna
Barcelona: Universitat Ramon Llull. Blanquerna
No. 24, 01/2011, p. 15

La carrera professional i la perspectiva de progrés social dels que tot just ara s'incorporen al mercat laboral, en els propers anys inevitablement vindran condicionades per l'evolució del mercat laboral i per una recuperació econòmica que es preveu lenta i de caràcter incert. Un context actual que, per altra banda, no fa més que accentuar tendències laborals, econòmiques i socials que ja duen uns quants anys amb nosaltres. Apuntem-ne algunes, tot començant pels reptes i acabant per les recomanacions. La mobilitat social, és a dir, la capacitat dels més joves de fer un salt endavant respecte la posició econòmica heretada dels pares, tendeix a la baixa. Les xifres d'atur, encara altes en els propers anys, a curt termini i per a molts sectors implicarà la sobrepreparació de molts candidats respecte les característiques del lloc de treball ofert. En aquest punt no podem deixar de tenir present l'estratègia Europa2020 de la Comissió Europea per al creixement econòmic de la UE, actualment en discussió. Una estratègia que planteja, entre d'altres objectius, augmentar notablement el nombre de graduats universitaris.

Oller Sala, Maria Dolors

Las dimensiones subjetiva y objetiva del derecho a la prueba. Comentario a la STC 136/2007, de 4 de junio

Diario La Ley
Madrid: La Ley
No. 7667. Especial Cuadernos de Probática y Derecho Probatorio, no. 5/2011, 07/2011, p. 24-25

La sentencia de amparo objeto de nuestro comentario, entre otras muchas, nos ilustra acerca de las dos dimensiones, subjetiva y objetiva del derecho a la prueba: no es sólo un derecho subjetivo, es decir, una pretensión jurídica de su titular que le garantiza un status jurídico de libertad en un ámbito de la existencia. Además, su constitucionalización como derecho fundamental hace que lo podamos considerar como una norma objetiva que se proyecta sobre las distintas ramas del Derecho, operando como parámetro para fijar la legitimidad de las leyes y otras normas, con lo que se resalta su faceta de elemento fundamental del sistema jurídico-político general.

Oller Sala, Maria Dolors

Instituciones políticas y recursos morales

Iglesia Viva
Valencia: ADG-N Publicaciones
No. 246, 04/2011, p. 29-52

Corren tiempos de creciente desconfianza y descrédito de la política, los políticos profesionales y la actividad de las instituciones públicas. A ello hay que añadir una importante crisis institucional. Sin embargo, para llenar de contenido la democracia, profundizándola en un sentido participativo, la política continúa siendo indispensable. Nos es necesaria precisamente para poder transformar la realidad en un sentido de mayor equidad y justicia. Nos hace falta otra manera de hacer política para humanizar la globalización y afrontar los retos que nos plantea como humanidad.

Oller Sala, Maria Dolors

El orígen del poder y la democracia como límite

Crítica
Madrid: Crítica y Fundación Castroverde
No. 971, 01/2011, p. 29-34

Todas las comunidades humanas tienen algún tipo de organización colectiva. El poder es consustancial a todas las sociedades y aparece con formas muy variadas según las culturas y épocas históricas. En las sociedades actuales el poder político se ejerce a través del Estado y de sus instituciones. En este artículo se analiza la transformación que supuso el surgimiento del Estado liberal en la forma de ejercer el poder político y cómo este Estado liberal ha ido evolucionando para materializarse en una forma de ejercicio del poder que supone un límite al mismo: la democracia.

Oroval Planas, Josep M.

Construcció i valoració de les marques en l'economia global

Paradigmes. Revista d'economia productiva i coneixement
Barcelona: Generalitat de Catalunya, Departament d'Innovació, Universitats i Empresa
No. 5, 10/2010, p. 32-41

La construcció d'una marca té dos pilars fonamentals: d'una banda, l'empresa; de l'altra, els consumidors. L'empresa construeix la identitat de la marca i els consumidors en configuren la imatge, dos conceptes que és imprescindible clarificar. Avui dia, la creació d'una marca s'hauria de fer tenint en compte el context de l'economia global, ja que, d'entrada, els consumidors locals tenen accés a les marques de qualsevol procedència i perquè, a la llarga, el desenvolupament natural de tota marca porta al mercat global. En les dues darreres dècades s'ha impulsat molt la valoració de les marques. La valoració relacional de la marca és clau per a la gestió, i la valoració econòmica i financera és important per a mesurar la marca com a actiu intangible, per a justificar les inversions i per a negociar en les adquisicions i en la concessió de llicències.

Portabella Cornet, Inés

Los nuevos delitos de acoso inmobiliario y acoso laboral

Economist & Jurist
Barcelona: Difusión Jurídica y Temas de Actualidad
No. 147, 02/2011, p. 56-59

Breve análisis y valoración de los nuevos tipos penales de coacciones (artículo 172) y contra la integridad moral (artículo 173), introducidos en el Código Penal por la Ley Orgánica 5/2010, destinados a castigar específicamente los supuestos de acoso inmobiliario y acoso laboral.

Portabella Cornet, Inés

Los nuevos delitos de acoso inmobiliario

Inmueble, Revista del Sector Inmobiliario
Barcelona: Difusión Jurídica y Temas de Actualidad
No. 110, 04/2011, p. 56-57

Breve análisis de las nuevas figuras recientemente introducidas en el Código Penal destinadas a castigar el *mobbing* o acoso inmobiliario, mediante la creación de un tipo específico (artículo 172, 1º, párrafo 3º) de coacciones y un nuevo tipo específico de delito contra la integridad moral (artículo 173, 1º, párrafo 3º).

Ramis Pujol, Juan

The wider side of innovation: Filling the vacuum

HEC Paris Business Review
Beijing: HEC – Dunod
Nº 4, 12/2010, p. 44-48

According to Juan Ramis-Pujol, innovation is a complex phenomenon which is best analyzed using three parameters: innovation context, innovation content and innovation implementation. Instead of considering that innovation takes place inside a vacuum, Juan Ramis-Pujol points out that the external and internal environments of companies, which vary widely, have a direct impact on the chances of an innovation succeeding. In his view, it should be the responsibility of both governments and managers to create the optimum conditions for innovation to thrive. Traditional approaches to fostering innovation are often blinkered by their dependence on a cause and effect relationship whereas, in reality, innovation is part of a much more complex dynamic environment. Juan Ramis-Pujol, for the specific case of process innovation, puts forward a four step process framework: analysis, validation, implementation and follow up, which should allow managers to better apprehend the complexities of this particular type of innovation.

Sánchez Torres, Esther

La incidencia de la prueba estadística y del “principio de transversalidad” en la objetivación de la responsabilidad empresarial en materia de igualdad y no discriminación

Diario La Ley
Madrid: La Ley
No. 7667. Especial Cuadernos de Probática y Derecho Probatorio, no. 5/2011, 07/2011, p. 1-7

La consolidación del concepto de “discriminación indirecta” ha dado lugar desde hace unos años a una serie de pronunciamientos judiciales en los que la valoración del contexto socioeconómico adquiere un papel fundamental, no sólo en la aportación de la prueba indiciaria, desde la que se activa la inversión de la carga de la prueba, sino también en la fundamentación básica de los fallos judiciales en materia de tutela antidiscriminatoria. La “prueba estadística” (esto es, la prueba consistente en la aportación de datos estadísticos significativos de la situación del colectivo especialmente protegido por la norma) y la “·argumentación estadística” (esto es, la valoración “a partir” en función” y “al servicio” de la realidad socioeconómica) están adquiriendo una importancia trascendental en los procesos por vulneración del derecho a la igualdad y a la no discriminación, alterando los parámetros tradicionales que servían de referente a las partes en litigio. En el presente estudio analizaremos algunos de estos pronunciamientos judiciales, al objeto de determinar cuáles son las reglas que rigen actualmente la prueba en materia de discriminación, qué principios deben pautar su admisibilidad y qué trascendencia práctica van a tener, particularmente para las empresas en las que supuestamente se produzcan conductas discriminatorias. La consolidación del concepto de “discriminación indirecta” ha dado lugar desde hace unos años a una serie de pronunciamientos judiciales en los que la valoración del contexto socioeconómico adquiere un papel fundamental, no sólo en la aportación de la prueba indiciaria, desde la que se activa la inversión de la carga de la prueba, sino también en la fundamentación básica de los fallos judiciales en materia de tutela antidiscriminatoria. La “prueba estadística” (esto es, la prueba consistente en la aportación de datos estadísticos significativos de la situación del colectivo especialmente protegido por la norma) y la “argumentación estadística” (esto es, la valoración “a partir”, “en función” y “al servicio” de la realidad socioeconómica) están adquiriendo una importancia trascendental en los procesos por vulneración del derecho a la igualdad y a la no discriminación, alterando los parámetros tradicionales que servían de referente a las partes en litigio. En el presente estudio analizaremos algunos de estos pronunciamientos judiciales, al objeto de determinar cuáles son las reglas que rigen actualmente la prueba en materia de discriminación, qué principios deben pautar su admisibilidad y qué trascendencia práctica van a tener, particularmente para las empresas en las que supuestamente se produzcan conductas discriminatorias.

Sellarés Serra, Jorge

Incoterms 2010, DAT is the question (también DAP)

Revista de Derecho del Transporte: Terrestre, Marítimo, Aéreo y Multimodal
Leioa, Vizcaya: Universidad del País Vasco
No. 5, 07/2010, p. 197-199

Hace precisamente un año la *Revista de Derecho del Transporte* publicó una nota titulada «Incoterms, hacia una nueva revisión, 2011», en que se hacía repaso a los trabajos del grupo encargado de unos nuevos Incoterms y, entre otras cosas -como anunciar que no se llamarían «Incoterms 2010»-, prometimos una nueva nota para contar el final del proceso de revisión. Esta nueva nota se escribe en pleno frenesí por el lanzamiento mundial de los Incoterms 2010 (realizado el 16 de septiembre y con una primera clase magistral prevista en París para el 27 de septiembre de 2010) y con las galeradas de la versión española e inglesa, que aparecerá en unos días, encima de la mesa.

Valls Giménez, Josep Francesc

Què en queda de la marca de país?

Paradigmes: Economia Productiva i Coneixement
Barcelona: Generalitat de Catalunya. Departament d’Innovació, Universitats i Empresa
No. 5, 10/2010, p. 52-65

Quatre fenòmens obliguen a revisar la gestió de la construcció de marca i de la marca país: els canvis profunds en la traçabilitat dels productes i serveis; els preus baixos; l’emergència de valors transversals, com ara la multiculturalitat i el mestissatge; i la qualificació negativa de la solvència financera dels països arran la crisi econòmica. Contra algunes línies de recerca que entonen un rèquiem per la marca país com a conseqüència d’aquests quatre factors de l’entorn, en aquest article es defensa que els instruments icònics i el codi de gestió de la imatge de marca de país continuen sent un suport estable d’alt valor afegit en la mesura en que s’associïn cada cop més als valors, a les arrels i a les creences de les persones; al patrimoni i al territori que facilitin les experiències privades o col·lectives amb la màxima llibertat i intensitat; als estils de vida del nadius i del resultat del mestissatge; a la capacitat d’atreure talent internacional; als elements que millorin la percepció de l’autenticitat i l’exclusivitat, entre d’altres.

Books

Books and Book Chapters

Abel Lluch, Xavier (dir.)
Picó Junoy, Joan (dir.)
Ginés Castellet, Núria (coord.)
La prueba electrónica
Barcelona: J. M. Bosch, 01/2011
480 p.
Colección de Formación continua. Facultad de Derecho ESADE. Estudios prácticos sobre los medios de prueba; no. 5

La obra efectúa un estudio inicial de la prueba electrónica, en el que se intenta perfilar su régimen jurídico, a partir de su exigua regulación en la Ley de Enjuiciamiento Civil. A continuación, se analizan hasta diecisiete cuestiones controvertidas en la práctica de los Juzgados y Tribunales. Cada una de las respuestas consta de un comentario jurídico y, cuando ha sido posible, un índice sistemático de jurisprudencia sobre la cuestión planteada, así como un extracto de las sentencias más relevantes, transcurridos ya diez años desde la entrada en vigor de la Ley 1/2000, de Enjuiciamiento Civil.

Abel Lluch, Xavier (dir.)
Picó Junoy, Joan (dir.)
Richard González, Manuel (dir.)
La prueba judicial: desafíos en las jurisdicciones civil, penal, laboral y contencioso-administrativa
Las Rozas, Madrid: La Ley, 03/2011
1922 p.

Estructurado en trece capítulos, la presente obra recoge hasta 83 ponencias, resultantes del Congreso UNIJES 2010, convocado por las Facultades de Derecho de Deusto, Comillas y ESADE, y en las que se analizan problemas probatorios en las distintas jurisdicciones (civil, penal, laboral y contencioso-administrativa).

Albareda Vivó, Laura
Balaguer Franch, Maria Rosario
Murillo Bonvehí, David (coord.)
Observatorio 2010 de la inversión socialmente responsable: evolución del mercado, acontecimientos destacables, estudio sobre la regulación favorable a la ISR
Barcelona: ESADE. Instituto de Innovación Social, 11/2010
258 p.

Este Observatorio ha llegado a su décima edición en un momento crucial para la ISR. Tres años después del inicio de esta crisis, muchos se preguntan cuál es la capacidad real de la ISR para modificar el intrincado, opaco y a menudo demasiado poderoso sector financiero desde dentro. Lo hacen en medio de un descrédito importante hacia el sector financiero en su conjunto, desprestigio que llega tanto desde la opinión pública como de las organizaciones llamadas del tercer sector o del mismo Fondo Monetario Internacional.

Arenas Vives, Daniel
Fosse, Jeremie
El giro hacia la empresa verde: estudio sobre el proceso de transformación de las empresas hacia la sostenibilidad
Arenas Vives, D.; Fosse, J.; Huc, E.
Barcelona: ESADE. Instituto de Innovación Social, 09/2010
101 p.

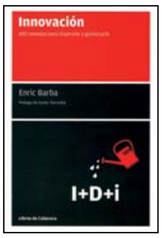
El estudio, desarrollado por Daniel Arenas, Jérémie Fosse y Emily Huc, analiza el marco teórico de la integración del medio ambiente en la estrategia de las empresas y explora cuatro casos de destacadas empresas europeas que han construido su ventaja competitiva en base en la sostenibilidad ambiental.

La publicación empieza con una presentación del marco conceptual relativo al proceso de cambio de las organizaciones hacia la sostenibilidad y presenta cuatro casos de empresas verdes exitosas procedentes de diferentes sectores y países. En concreto, dichas empresas son: Desso (Países Bajos), Acciona (España), Scandic (Suecia) y Havas (Francia).

Arenas Vives, Daniel
Murphy, Brian Matthew
Vives Gabriel, Jordi
Relaciones empresariales con comunidades locales y ONG. Segunda parte
Arenas Vives, D.; Sánchez, P.; Murphy, B. M.; Vives Gabriel, J.
Barcelona: Instituto de Innovación Social, 02/2011
47 p.

El informe se centra de manera específica en analizar los mecanismos de adaptación organizativa -no tanto de planificación- que permiten el establecimiento de relaciones entre la empresa y las ONG y comunidades locales. Por tanto, además de profundizar en la comprensión de los factores que favorecen las relaciones entre empresas y ONG y comunidades locales, los objetivos de esta segunda fase de la investigación se pueden concretar en explorar las siguientes cuestiones: ¿Por qué la adaptación es necesaria para colaborar con ONG y comunidades locales? ¿Qué mecanismos y tipos de adaptación son necesarios? ¿Cuáles son las limitaciones, riesgos y oportunidades de la adaptación a la hora de colaborar con ONG y comunidades locales?

Barba Ibáñez, Enrique
Innovación: 100 consejos para inspirarla y gestionarla
Barcelona: Libros de Cabecera, 04/2011
356 p.



Si le interesa o le preocupa la Innovación, este libro le ayuda a poner en marcha y organizar la innovación en la empresa de forma inmediata. Enriquecido con la experiencia personal del autor y con multitud de casos, es un manual práctico que no le decepcionará. Escrito en forma de consejos, agrupados desde dos perspectivas, la gerencial y la operativa, aspira a convertirse en un libro de referencia sobre la innovación. Enric Barba aplica la innovación a su trabajo diario como directivo en el ámbito del I D i, tarea en la cual ha dejado un testimonio amplio y exitoso. Pero Enric quería ir más allá, y llevar este mensaje a todos aquellos directivos y empresarios que se enfrentan a la necesidad abstracta de innovar, a veces sin tener un guión, una hoja de ruta, algo que les permita llevar la teoría de la innovación a la práctica del quehacer diario en el I D i. El libro también incluye un epílogo con la filosofía de innovación de Steve Jobs, fundador de Apple.

Bardají Gálvez, Mª Dolores (coord.)
Bartlett Castellà, Enric R. (coord.)

Globalización y derechos humanos: Seminario Permanente de Derecho Humanos Antonio Marzal: XIV sesión

Bardají Gálvez, M.D..; Bartlett Castellà E. R. (coords.)
Barcelona: J. M. Bosch Editor, 12/2010
141 p.
Colección ESADE. Facultad de Derecho; 18

Obra colectiva que forma parte de los distintos volúmenes que conforman el Seminario Permanente de Derechos Humanos Antonio Marzal, de la Facultad de Derecho de ESADE.
Como señalaba la nota introductoria al programa del Seminario, "La Globalización es un proceso en evolución que afecta, de modos diversos, a la vida de prácticamente todos los seres humanos y, por ende, a sus derechos. Posible gracias a determinados avances en las tecnologías de la información y comunicación, así como en los transportes, y su aplicación en la integración de la actividad de las empresas, es objeto de comentarios prácticamente cotidianos en los medios de comunicación y en el debate económico y político, tanto interno como internacional". En el Seminario intentamos una aproximación conceptual a esta realidad que trascendiera los elementos parciales de la misma, para proporcionar una visión general y en la medida de lo posible integradora y transversal.

Batllori Lloveras, Gloria (ed.)

EL MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional

Barcelona: Editorial Planeta, 09/2010
656 p.

El libro presenta, de manera sintética, las diferentes áreas de conocimiento que conforman el MBA de ESADE, escritas por sus profesores, todos ellos prestigiosos docentes y directivos, que basan sus conocimientos en sus experiencias internacionales y sus relaciones profesionales. Las áreas tratadas son: dirección general, economía, derecho de empresa, contabilidad, finanzas, contexto global de la gestión, estrategia, operaciones, recursos humanos, marketing, gestión de los sistemas de información, ciudadanía corporativa (*corporate citizenship*), *entrepreneurship* y liderazgo, y el programa LEAD.

Bonache Pérez, Jaime Alfonso (dir.)

Dirección de personas: evidencias y perspectivas para el siglo XXI (2a ed. rev.)

Bonache, J.; Cabrera, Á. (dirs.)
Madrid: Prentice Hall, 09/2010
548 p.

¿Cuáles son las claves de una buena gestión del personal? ¿Cómo se puede desarrollar el liderazgo en las organizaciones? ¿De qué depende el grado de acierto en la decisión de selección? ¿Cuáles son los objetivos que persigue un sistema formal de evaluación del rendimiento? ¿Qué es la formación y qué beneficios tiene? ¿Cuál es el diseño retributivo ideal para la empresa? ¿Existe? ¿Cómo influye la presencia sindical en la forma de dirigir las personas en las organizaciones? ¿Qué factores se han de tener en cuenta a la hora de diseñar un sistema de carreras organizacionales? ¿Qué hace que los empleados se queden en la organización? ¿Por qué es tan importante el conocimiento en las organizaciones? ¿Cuáles son las razones por las que las multinacionales destinan empleados a trabajar y vivir en el extranjero? ¿Por qué es importante la gestión de la diversidad? ¿Qué es la innovación? ¿Por qué es importante? ¿Qué rasgos caracterizan a las ETT como empleadores en el mercado de trabajo? ¿En qué consiste el conflicto entre trabajo y familia? ¿Qué ventajas tiene evaluar la gestión de recursos humanos? Estas preguntas y otras más tienen respuesta en esta segunda edición del libro que Jaime Bonache y Ángel Cabrera nos ofrecen. En él han contribuido destacados especialistas e investigadores de diversas universidades y escuelas de negocio de todo el mundo y nos ayuda a recorrer los temas clásicos y vanguardistas de los recursos humanos y nos ofrece un enorme valor práctico para la toma de decisiones.

Bonet Guinó, Eduard (ed.)
Czarniawska, Barbara (ed.)
McCloskey, Deirdre (ed.)
Jensen, Hans Sigaard (ed.)

Second Conference on Rhetoric and Narratives in Management Research: Management and persuasion

Barcelona: ESADE, 03/2011
193 p.

The conferences on Rhetoric and Narratives in Management Research, which are held at ESADE (Barcelona) constitute a series of academic events with the aim of improving the understanding of rhetoric and narratives in management and management research; promoting a humanistic education in management; promoting democratic and participative views in organizations; emphasizing the creative, poetic and ethical aspects of management; offering a forum for discussion and encounters; fostering the creation of academic networks and enjoy friendship in academic life. The most important contributions presented at the Second Conference in 2007, have been reworked in-depth by the authors and reframed as book chapters. For practical reasons the chapters were distributed into two similar and complementary books; one of them, with the title *Proceedings of the Conference*, published by ESADE (2010) and the other constitutes the present volume, *Management and persuasion*. Both of them include theoretical and empirical studies and offer a wide range of views on developments in the area of meanings and persuasion in managerial theories and practices.

Bonet Guinó, Eduard (ed.)
Czarniawska, Barbara (ed.)
McCloskey, Deirdre (ed.)
Jensen, Hans Sigaard (ed.)

Second Conference on Rhetoric and Narratives in Management Research: Proceedings

Barcelona: ESADE, 02/2011

201 p.

On the subject of persuasion all men and women continuously persuade themselves and their fellows of the rightness of their ideas, the interest of their projects and the motivations for carrying them out. On the subject of story-telling people project their activities as stories that they will perform, or, in more technical words, they will enact. People do not live their personal, social and professional life, as if it were a collection of isolated events, which would constitute closed logical entities, but as a continuous flow of their identity. People create narratives for giving meanings to themselves, their actions and the actions of their fellows. The chapters of the *Proceedings of the Second Conference on Rhetoric and Narratives in Management Research* share this background, develop it in specific fields of management and emphasize the importance of persuasion and story-telling in all kinds of managerial activities. Managers interpret situations, create meanings, build opportunities, develop individual and corporate identities, persuade themselves and their collaborators to accept new ideas, proposing projects and executing them. Each chapter of the Proceedings presents a theory of management inspired by these rhetorical points of view or interprets stories about how managers actually work. The researchers try to gather the stories and meanings of the actors and, by reflecting on them, propose new interpretations thanks to their scientific training and methods.

Carreras Fisas, Ignasi
Iglesias Pie, Maria
Sureda Varela, Maria

Liderazgo orientado a resultados en las ONG: estrategia, sistemas de medición y cuadros de mando

Barcelona: ESADE. Instituto de Innovación Social, 06/2011

198 p.

El libro plantea cómo pueden trabajar las organizaciones no gubernamentales orientadas a resultados, medir lo que hacen y, sobre todo, medir su impacto: También aborda cómo se lidera y gestiona una entidad con este enfoque. Esta medición no puede ser únicamente un instrumento de recopilación de datos e indicadores, ya que ello no sería guía suficiente para saber, por ejemplo, si estamos haciendo lo correcto según la misión de nuestra ONG y si estamos alcanzando los retos previstos. El liderazgo orientado a resultados empieza siempre por lo que somos y queremos ser, por nuestra misión. Un aspecto central de la publicación es la a relación entre liderazgo, estrategia, sistemas de medición. Cuadros de mando e impacto social y desarrollo organizativo.

Carreras Fisas, Ignasi
Iglesias Pie, Maria
Sureda Varela, Maria

Successfully transforming NGOs: Leading change

Barcelona: ESADE. Instituto de Innovación Social, 11/2010

130 p.

This book analyzes different experiences of change in the NGO sector related to different aims (increasing their social impact, promoting their organizacional development, crisis management….) and proposes a model for leading change in the non profit organizations for successfully transform them.

Castiñeira Fernández, Àngel (dir.)

Valors tous en temps durs: la societat catalana a l'Enquesta Europea de Valors de 2009

Elzo, J. & Castiñeira, À. (dirs.)

Barcelona: Barcino, 02/2011

439 p.

Observatori dels valors

Segons es desprèn de l'Enquesta Europea de Valors, la societat catalana del 2009 és més individualista, liberal, tolerant, plural i democràtica. És, també, més lliure i més exigent, i continua en ple procés d'autoafirmació identitària com a poble. Però, per damunt de tot, és una societat d'individus que cerquen conquerir tots els espais de la vida quotidiana, per adaptar-los a les seves pròpies preferències i apropiar-se'ls, tot respectant que els altres facin el mateix de diferent manera, potser perquè intueixen que la garantia de la llibertat dels altres és la pròpia garantia de llibertat. Una societat que es reinventa individualment i col·lectivament, amb un punt de desencís en veure que en determinats àmbits les seves elevades expectatives disten força de la realitat. Una societat viva i dinàmica, que ha fet del concepte de "biografia del bricolatge" o "biografia del faci-s'ho vostè mateix" d'Ulrich Beck una praxi generalitzada. Però també és una societat no exempta de problemes, com el creixement de grups que han malentès aquest individualisme des de l'egocentrisme hedonista, el presentisme i la irresponsabilitat.

Dolan, Simon

Coaching by values (CBV): A guide to success in the life of business and the business of life

Bloomington, Ind. (U.S.): iUniverse, 08/2011

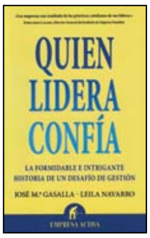
240 p.

This book is about values. It is about life values, work values, family values, and world values. It is also about value alignment. Author Simon Dolan extends the concepts presented in the best-selling Managing by Values, adding many innovations including a step-by-step methodology for diagnosing value congruence and tools for conducting real value reengineering (value alignment). Dolan argues that when people understand their values (regardless of how and why they have emerged), and analyze their relative importance and consequences, they can see more clearly how these values affect their daily lives. Extensive research shows that realignment of values ensures better congruence with goals and objectives-resulting in deeper inner satisfaction, which positively affects overall well-being, state of mind, performance, and general happiness. This is what the author calls “success in the life of business and the business of life.” The description is fresh and innovative, the methodology is clear, and the tools can be used by individuals, business professionals, families, organizations, and wellness and life coaches alike.

Gasalla Dapena, José María

Quien lidera confía

Gasalla, J. M.; Navarro, L.
Barcelona: Urano, 10/2010
246 p.

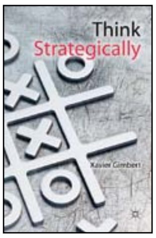


Este libro es una obra sorprendente y original que combina perfectamente la narrativa más entretenida con el análisis y los conocimientos racionales de las teorías organizacionales de los autores. El misterio, la aventura y el suspense marcan una historia ficticia en la que se revela cómo las conductas o creencias personales pueden influir los destinos de una empresa. El lector conocerá de primera mano los entresijos de las tomas de decisiones de una empresa y luego analizará junto con los autores las consecuencias de esas acciones y las razones que hacen prever sus resultados.

Gimbert Ràfols, Xavier

Think strategically

Basingstoke: Palgrave Macmilan, 05/2011
224 p.



Thinking is what sets human beings apart from the rest of the animal kingdom. And thinking is what distinguishes each individual human from all the others. We think differently, and that makes us different people. Companies differ too, due to the fact that they think differently and therefore act differently. Rest assured: if you think strategically better than your competitors, your company will win the competitive battle in the mid or long term. No matter how superior your competitors may be today, no matter how substantial their resources may be at present, do not be discouraged. Think, think strategically. That is the essential resource. It doesn’t cost money, but money can’t buy it. It’s the key. The aim of this book is to help you think strategically. It explains simply and clearly the elements, concepts, analyses and interrelationships that make up this strategic thinking. Moreover, it offers thinking models as guides to this process.

Gimeno Sandig, Alberto

Familienunternehmen führen - Komplexität managen: Mentale Modelle und praktische Lösungen

Gimeno, A.; Baulenas, G.; Comacros, J.
Berlin: Vandenhoeck & Ruprecht, 09/2010
189 p.

Der Leser wird feststellen, dass dieses Buch einen anderen Schwerpunkt hat als jedes andere Buch, das er zuvor über Familienunternehmen gelesen hat.
Das Buch versucht eine Karte zu zeichnen, die Auskunft darüber gibt, wann und warum es wichtig ist, die einzelnen Kriterien zur Führung von Familienunternehmen, die in den letzten 30 Jahren entwickelt wurden, anzuwenden. Unser Hauptschwerpunkt liegt darin, der Geschäftsführung und den Unternehmerfamilien eine Referenz anzubieten, die ihnen hilft festzustellen, wo sie sich befinden und wie beziehungsweise wohin sie weitergehen möchten. Im Kapitel 1 stellen wir die Geschichte der Familienunternehmensführung seit ihrer Zuordnung zum Management-Bereich vor. Wir gehen kurz auf Vorteile und Grenzen ein, die die verschiedenen Tendenzen, unserer Meinung nach, mit sich bringen. Im Kapitel 2 führen wir die Formel zur Führung von Familienunternehmen ein. Diese Formel hebt hervor, dass sich Familienunternehmen voneinander unterscheiden. Das Komplexitätsprofil des Familienunternehmens ist ein nützlicher und praktischer Weg diese Unterschiede zu verstehen und festzulegen, welche Art der Unternehmensführung umgesetzt werden soll. In diesem Kapitel stellen wir eine Möglichkeit vor, die Beziehungsstruktur zwischen Familie und Unternehmen zu erkennen, welche aus vielen miteinander verbundenen Aspekten besteht, die den hard facts oder den soft facts zugeordnet werden. Im Kapitel 3 führen wir Modelle von Familienunternehmen ein, das heißt, dass Familienunternehmen verschiedenen Typologien zugeordnet werden. Wir beschreiben die Eigenschaften der genannten Modelle in ihrer Gesamtheit. Im Kapitel 4 beschreiben wir die Folgen, die sich aus den unterschiedlichen Unternehmensmodellen für die Unternehmensführung ergeben. Der Leser wird sehen, dass jedes Modell an seine eigenen Herausforderungen gekoppelt ist, und wird den Grund für viele, trotz guter Absicht entstandenen, Niederlagen erkennen. Im Anhang des Buches bieten wir detaillierte Erläuterungen zur Führung von Familienunternehmen. Wir empfehlen den Anhang als Nachschlagewerk und als Hilfestellung für die Familien, die die Beziehungsstrukturen zwischen Familie und Unternehmen weiterentwickeln möchten.

Llebaría Samper, Sergio (coord.)

Un codi per al Dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50 aniversari de la Compilació

Llebaría, S. (coord.)
Barcelona: J. M. Bosch, 03/2011
497 p.
Colección de formación continua. Facultad de Derecho ESADE; no. 8

El 21 de juliol de 2010 la Compilació del Dret civil especial de Catalunya va complir 50 anys. I els va complir aprimada i agonitzant, ja que molts dels seus 344 articles ja han estat derogats. Però lluny de ser això motiu de lamentació, desperta si més no un insondable interès, atès que la causa de la seva agonia no és una altra que la Codificació del Dret civil de Catalunya. Morirà la Compilació, en un sacrifici excels a favor del creixement de Dret civil català. Per tant, l'aniversari serveix també per celebrar el nostre propi procés codificador. Però celebrar una efemèride no és incompatible amb el judici crític que qualifica al jurista. Què ha passat i què està passant en aquest creixement normatiu? Quins avantatges i virtuts presenta la codificació del Dret civil? Està exempta de riscos i desencerts? Tot això ens ha preocupat als professors de la Facultat de Dret d'ESADE (URL), i no solament de Dret civil. Preocupació que hem traslladat en el 2010 a seminaris i debats, fruit dels quals són els diferents treballs que conté el present llibre. Diferents òptiques, diferents matèries, diferent metodologia i diferents conclusions, expressives del pluralisme i de la independència que caracteritza el nostre claustre.

Murillo Bonvehí, David (coord.)
Sureda Varela, Maria (coord.)

Guies sectorials de RSE a la petita i mitjana empresa: el sector de l'energia solar

Barcelona: ESADE. Instituto de Innovación Social, 12/2010
167 p.
Guies sectorials de RSE a la petita i mitjana empresa

Aquest volum sobre el sector de l'energia solar, es fa des d'una doble consciència: d'una banda, la importància present i futura de la sostenibilitat com a element troncal de qualsevol model econòmic de país, i, de l'altra, el seu vincle essencial i intrínsec amb el discurs de la RSE. Aquesta guia, però, té una diferència respecte de les anteriors. Si en les dues primeres edicions l'enfocament sectorial es va centrar a elaborar una perspectiva en clau de RSE del sector de l'automoció (o, concretament, de les pimes proveïdores d'aquest sector) i, posteriorment, del sector hoteler, aquest cop vàrem voler centrar-nos en un subsector dins de l'ampli camp de les anomenades energies renovables.
La publicació està estructurada en els tres apartats. Una primera reflexió sobre RSE i competitivitat, i la seva aplicació al sector de l'energia solar, feta a partir de les pimes analitzades. L'informe sectorial sobre la situació del sector. Un informe que parteix de la contextualització del sector de l'energia solar dins del global del sector energètic i el de les energies renovables. S'hi inclou una presentació general del panorama europeu i de l'Estat espanyol, per acabar contextualitzant-ne la situació actual en l'àmbit de Catalunya. I, finalment, una descripció dels casos estudiats, en què es presenten les quatre empreses analitzades i com perceben aquestes empreses el seu entorn competitiu i la seva responsabilitat social.

Prandi Chevalier, Maria (ed.)
Lozano Soler, Josep M. (ed.)

La RSE en contextos de conflicto y postconflicto: de la gestión del riesgo a la creación de valor

Bellaterra: Escola de Cultura de Pau (UAB); Barcelona: ESADE. Instituto de Innovación Social, 12/2010
171 p.

Hoy en día son muchas las empresas que han incorporado políticas de derechos humanos y rinden cuentas al respecto. Sin embargo, son pocas aún las que tienen en cuenta en sus políticas de RSE la especificidad de operar en contextos de conflicto o de reconstrucción posbélica. El papel de las empresas en estos contextos, a través de su política de RSE, posee un gran potencial para incentivar la paz desde su esfera de influencia. Su incidencia puede ir desde su papel como actor económico (facilitando empleo y oportunidades de emprendimiento) hasta su contribución a la reconciliación o su apoyo explícito a las negociaciones de paz. Este libro aporta no sólo reflexiones respecto al papel de la empresa en la construcción de paz sino que brinda ejemplos significativos de la práctica empresarial en este ámbito.

Puig Bastard, Pere (coord.)
Mendoza Mayordomo, Xavier (supervisión académica)

La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME

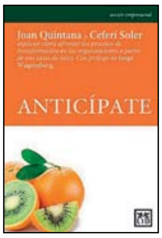
Barcelona: ESADE Business School ; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
226 p.

El informe examina las implicaciones que se derivan, para las empresas españolas, de los nuevos escenarios internacionales, más allá de la crisis, y analiza la internacionalización de dichas empresas, centrándose principalmente en los retos estratégicos y organizativos con que se enfrentan en sus procesos de multinacionalización.

Quintana Forns, Joan
Soler Vicente, Ceferí

Anticípate

Quintana, J.; Soler, C.
Madrid: LID Editorial Empresarial, 08/2011.
188 p.
Acción empresarial



¿Cómo mantenerse y sobrevivir ante la continua incertidumbre? La única estrategia efectiva para hacerla frente es el concepto que encabeza este libro: la anticipación, entendida como "la clave de la permanencia de cualquier identidad en la realidad de este mundo".
Joan Quintana y Ceferí Soler ofrecen al lector un mapa de ruta para avanzar de unas determinadas creencias hacia nuevas formas de existencia. Navegar por este tránsito requiere un proceso de adaptación, el reajuste de metas y objetivos y la gestión de miedos e inseguridades.

Con el fin de facilitar este tránsito los autores recopilan en Anticípate una serie de criterios, ideas y consejos útiles para navegar por el cambio evitando tormentas.
Todas las ideas recopiladas a lo largo de la obra la convierten en una guía fundamental para afrontar los procesos de transformación que se completa con el análisis en profundidad de seis casos de éxito: Triodos Bank, Corporación Mondragón, Hospital Clínic, Intermón Oxfam, Bioibérica y Grupo SEB.

Raich, Mario
Dolan, Simon

Beyond: Business and society in transformation (in Polish)

Raich, M.; Dolan, S.; Klimek, J.
Warsaw: Difin, 06/2011
351 p.

Defining seven areas of concern -society, politics, worldview and religion, the environment, science and technology, work and business, and the arts- the authors draw a roadmap to the future. They investigate how unexpected changes and developments are transforming the social and business landscape of the 21st century. They have also invited world experts and specialists to contribute to this book, creating a virtual team spanning all continents.

Raich, Mario
Dolan, Simon

Jenseits der Komfortzone

Göttingen (Germany): Vandenhoeck & Ruprecht 09/2010
277 p.

Die Weltwirtschaftskrise oder die aktuelle Ölpest im Golf von Mexiko scheinen manche der Vorhersagen von Mario Raich und Simon L. Dolan schon heute zu bestätigen: Geldgier, die Illusion von unendlichem Wachstum, Verschwendung von Ressourcen, kombiniert mit ineffizienten Kontrollsystemen spielten bei diesen Katastrophen weltweit zumindest eine Rolle. Die Autoren schildern darin die aktuelle Lage in sechs Schlüsselbereichen und entwerfen globale Lösungsansätze. Mehr als 30 Kurzbeiträge weltweit renommierter Wissenschaftler wie Bertrand Picard oder Humberto Maturana bereichern das Buch.

Sánchez Torres, Esther

Feminitzar el poder. Apoderament femení i estructures organitzatives

Barcelona: Fundación Josep Irla, 10/2010
106 p.

Reflexió sobre els diferents factors que incideixen en l'escassa presència de les dones als llocs de direcció, especialment els vinculats a les estructures organitzatives. L'autora defensa la necessitat d'apostar per les polítiques del temps i per la permeabilització de la perspectiva de gènere en les polítiques públiques, fa una dissecció exhaustiva de les limitacions de les actuacions sectorialitzades i proposa estratègies coordinades per a la seva superació.

Segarra Costa, Enric

Companies that thrive!: What's their secret? What're their strategies?

Madrid: Bubok Publishing, 12/2010
225 p.

Resulting from an agile analysis of the strategies that have been utilized by companies that the author identifies as winners and which would explain the success they have achieved (a non-lineal, disruptive, provocative perspective which challenges conventionalisms and the pre-existing rules of play in their industries and exemplary execution), Enric Segarra develops and presents a new tool of strategic positioning -tremendously practical, visual, and intuitive- which must serve the reader not only to understand how these companies achieved success but also to situate their companies -and their competitors- in context according to the strategy followed by; draw and interpret your possible movements of attack and defence, identify and explore new possibilities to do business within what is today your natural market... as well as beyond and, finally, play beat my own business! Without suffering any damages more than having a bee in your bonnet... in case that which you simulate ends up really happening!

Solana Madariaga, Javier (ed.)

La humanidad amenazada: gobernar los riesgos globales

Innerarity, D.; Solana, J. (eds.)
Barcelona: Paidós, 06/2011
336 p.
Estado y sociedad; no. 184

Los riesgos globales son uno de los problemas centrales de la humanidad: desde el 11-S habíamos adquirido una clara conciencia de la vulnerabilidad de nuestras sociedades; muchos desastres ecológicos eran un hecho cumplido y otros se asomaban a nuestra vida, como el cambio climático o los desastres sociales provocados por la crisis económica. Sin embargo, diversos acontecimientos recientes, como las catástrofes sucedidas en Japón o la inestabilidad en el sur del Mediterráneo, nos hacen sentir que estamos inmersos en una cadena de riesgos difíciles de controlar. En el libro 'La humanidad amenazada: gobernar los riesgos globales', Javier Solana y Daniel Innerarity compilan los textos de los pensadores más importantes del panorama intelectual contemporáneo y proporcionan una nueva reflexión acerca de los principios de prevención, precaución, responsabilidad y anticipación, que nos permite profundizar en el debate que apunta hacia la gobernanza global, el horizonte que la humanidad debe perseguir hoy con la mayor de sus energías.

Solana Madariaga, Javier

Reivindicación de la política: veinte años de relaciones internacionales

Bassets, L.; Solana, J.
Barcelona: Debate, 09/2010
266 p.

Durante los últimos quince años Javier Solana ha sido testigo excepcional de los últimos acontecimientos internacionales: la disolución de la antigua Yugoslavia, la decadencia de Rusia, el auge de China, la aparición del terrorismo islamista, los años de presidencia en Estados Unidos de Bill Clinton y George Bush, la victoria de Barack Obama, la expansión de la OTAN y la ampliación de Unión Europea, la globalización, la mayor crisis económica desde 1929.... Gracias a su experiencia y a su presencia en cumbres y reuniones internacionales claves de nuestra historia reciente, como secretario general de la OTAN y como Alto Representante de la Unión Europea para la Política Exterior y de Seguridad Común, la presente obra ofrece una visión excepcional sobre el final de la Guerra Fría y la evolución de las Relaciones Internacionales desde entonces hasta el presente, así como sobre los retos y las incertidumbres a las que nos enfrentamos. El libro se construye a partir de las respuestas de Javier Solana a las cuestiones que plantea el periodista Lluís Bassets y gira en torno a dos ideas y un principio: en primer lugar, la pérdida de poder de Occidente frente a potencias emergentes, como Brasil, China o India. En segundo lugar, el futuro del proyecto de construcción europeo, que se edificó a partir de la idea de reconciliación tras la Segunda Guerra Mundial, se consolidó tras la caída del Muro de Berlín y se enfrenta ahora al reto de adaptarse a los nuevos desafíos internacionales. Por último el principio de la inquebrantable fe de Javier Solana en la política como medio para conciliar intereses, alcanzar objetivos y evitar conflictos.

Soler Bigas, Beatriz

Competencias directivas: corrientes y controversias

Soler Bigas, B.; Trujillo, C. A.; Durana, V.
Bogotá: Uniandes, 05/2011
176 p.

Este libro pretende poner al alcance tanto de académicos como de profesionales una recopilación ordenada, completa y rigurosa de la literatura sobre el concepto de competencias, su aplicación y gestión, abarcando tanto sus aspectos teóricos como prácticos. Se hace especial énfasis en las diferentes visiones y perspectivas que se han desarrollado sobre los aspectos críticos de las competencias, reproduciéndose los debates surgidos, para después adentrarse en su aplicación al ámbito de las organizaciones.

Soler Vicente, Ceferí

Pequeñas empresas, grandes ideas: las claves para la gestión de la empresa familiar

Soler, C.; Reig, E.
Madrid: Financial Times/Prentice Hall, 12/2010
210 p.

El éxito de una empresa familiar depende tanto de la labor del emprendedor, de su creatividad y de su liderazgo, como del apoyo que recibe de la familia. La combinación de estos factores es determinante en la consolidación de la empresa.
Pequeñas empresas, grandes ideas ofrece un análisis sobre todos los factores que influyen en la gestión de una empresa familiar, como son las causas de la baja productividad o el perfil de los directivos. Asimismo, proporciona ejemplos concretos de pymes con diferentes estrategias y señala los puntos fuertes de esas empresas, como la innovación, las alianzas, el esfuerzo, etc. El libro también trata sobre el papel del consejo familiar en una empresa de estas características. De esta forma, se trata de poner en valor las pequeñas y medianas empresas, y ofrecer horizontes sobre su gestión.

Torres Pérez, Diego (dir.)

Pasión por integrar: casos de deporte y cultura como instrumento de inclusión social

Torres, D. (dir. del proyecto); Carballido, I. & Sorribas, M. (doc. y redacción de casos)
Barcelona: Strategy Innovation Lab, 10/2010
347 p.

Tras la publicación de *Don't give up: 22 casos extraordinarios de superación* y *El arte de integrar: treinta casos internacionales de inclusión social a través de la cultura y las artes*, se pretende contribuir de manera más amplia a dar difusión a las mejores prácticas en el uso del deporte y la cultura como herramienta de inclusión social. Con esa intención se ha recogido una completa selección de casos, casi doscientos ejemplos innovadores, que demuestran el potencial de este tipo de actividades.

Trías de Bes Mingot, Fernando

Innovar para ganar: el modelo ABCDEF

Trías de Bes, F.; Kotler, P.
Barcelona: Empresa Activa, 05/2011
349 p.
Gestión del conocimiento

Este es un libro llamado sobre la innovación en las empresas y organizaciones. Además de asentar los elementos fundamentales que configuran la gestión efectiva y creativa de la innovación, es una guía rápida e intuitiva en la que se describen las más importantes teorías, técnicas y recientes hallazgos sobre innovación. Una obra dirigida a personas que deseen saber cómo transformar una organización en innovadora, abarcando desde directores generales, personal de I D, marketing o directores de nuevos productos. También a cualquier persona que tenga equipos humanos a su cargo y precise de creatividad en el desempeño de sus cometidos.

Valls Giménez, Josep Francesc
Models d'expansió comercial: sis casos i una estratègia
Barcelona: Generalitat de Catalunya. Departament d'Innovació, Universitats i Empresa, 11/2010
109 p.

Només hi ha una manera de competir en mig de l'escenari de canvi accelerat amb la crisi econòmica: introduint les innovacions més perdurables (les destructives creatives, a les que es refereix Schumpeter, les més importants). Aplicat al món del *retail* significa que es tracta de procedir al desaprenentatge per part de tota la organització i reinventar el model de negoci. S'imposa el canvi estratègic integral en les empreses comercials i això significa cercar la dimensió adequada, que sense dubte, no es gestionar un o dos establiments si no el nombre exacte per suportar adequadament el nou model de negoci. El llibre consta d'un pròleg del professor Ricard Serlavós, sis casos de canvi estratègic en empreses comercials catalanes i un capítol final de l'autor on en sis passos planteja les condicions per al creixement de l'empresa comercial. D'aquesta manera, es revisa el rol del líder en tot el procés; l'exploració de les oportunitats a través de les distintes fonts d'innovació; la definició del nou model de negoci; la redacció del pla d'expansió i el compromís holístic de la organització a nivell de recursos humans, tecnològic, financer, d'aliances; i la internacionalització; i la confecció d'un paquet d'indicadors de control de gestió.

Valls Giménez, Josep Francesc
Reinventar el negocio: para vender más barato (o más caro)
Barcelona: Profit, 01/2011
212 p.

El fenómeno *low cost* es la principal tendencia empresarial de la primera década del siglo XXI y ha desencadenado cambios importantes en la mentalidad del consumidor. ¿Se acaba el *low cost* con el inicio de la segunda década del siglo XXI? Los consumidores no van a dejar fácilmente de reclamar los precios más baratos a los que les han acostumbrado a lo largo de diez años. Pero los excesos de muchas empresas por ofrecérselos permiten augurar un Réquiem por los más bajos precios. A pesar de ello, en la sociedad se ha instalado definitivamente el *low cost* y se mantendrá durante mucho tiempo, entendido como la racionalización de los precios buscando detrás de cada uno de ellos el valor que contiene. Se analizan casos reales de empresas de la talla de Ikea, INGDirect, Mercadona o Privalia.

Vernis Domènech, Alfred
Iglesias Pie, Maria
Empresas que inspiran futuro: ocho casos de emprendedores sociales
Barcelona: ESADE. Instituto de Innovación Social, 12/2010
147 p.

Con este libro nos hemos marcado como primer objetivo acercar a empresarios y empresarias, directivos y directivas, potenciales inversores, estudiantes, profesores y profesoras, etc., una serie de empresas que tratan de competir en el mercado de modo diferente [...].
El segundo objetivo es facilitar la acumulación de aprendizaje. Muchas organizaciones dedican un tiempo muy valioso a aprender una serie de lecciones que ya han sido experimentadas por otras organizaciones anteriormente, en vez de tratar de aprender a partir del conocimiento acumulado.

Vilanova Pichot, Marc
Dettoni Serrano, Pax
Sustainable innovation strategies: Exploring the cases of Danone and Interface
Barcelona: ESADE. Instituto de Innovación Social, 03/2011
121 p.

In this book we try to explore Danone and Interface, two companies that are market leaders in their sector, and which have business models that while obviously considering classic performance indicators such as revenues, sales or productivity, seem to focus on innovation and sustainability as two strategic issues at the core of their model. Our aim is to analyze whether and how innovation and CSR affect each other, and the impact these strategic issues have on the competitiveness model of these two companies. In that regard, we do not want to simply study responsible innovative projects, but rather how sustainability and innovation are connected to each other and how they affect Danone and Interface.

Book Chapters

Books and Book Chapters

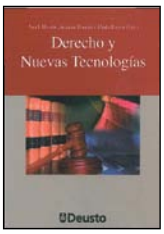
Abel Lluch, Xavier
Nuevas tecnologías y acceso al proceso
In *La prueba judicial: desafíos en las jurisdicciones civil, penal, laboral y contencioso-administrativo*
X. Abel Lluch, J. Picó i Junoy & M. Richard González (dirs.)
Madrid: La Ley, 03/2011
p. 343-363

A partir de la distinción conceptual entre fuente y prueba de Derecho, y de la regulación de la Ley 1/2000, de 7 de enero, de Enjuiciamiento civil, se analiza la introducción de la prueba electrónica a través de los distintos medios de prueba: interrogatorio de las partes y de testigos, prueba documental, prueba pericial y reconocimiento judicial o cibernavegación.

Abel Lluch, Xavier
Valoración de la prueba electrónica
In *La prueba electrónica*
X. Abel Lluch & J. Picó Junoy (dirs.) N. Ginés Castellet (coord.)
Barcelona: J. M. Bosch, 01/2011
p. 417-438

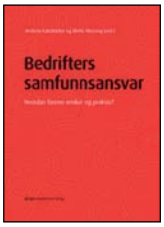
Dentro de la obra sobre la prueba electrónica, este capítulo aborda la valoración de la prueba electrónica aborda dos cuestiones puntuales, a saber, por una parte, si existen algunos criterios específicos para valorar una prueba electrónica conforme a la sana crítica, y por otra parte, si el documento electrónico no impugnado puede o no tener una valoración conforme a las reglas de prueba tasada.

Abel Lluch, Xavier
Prueba electrónica y Derecho probatorio: claves para una construcción dogmática
In *Derecho y nuevas tecnologías [DVD]*
A. Herrán, A. Emaldi & M. Enciso (eds.)
Bilbao: Universidad de Deusto, 03/2011
p. 13-28



En el marco del Congreso UNIJES 2009, se analiza la prueba electrónica y se apuntan pautas para la construcción de su régimen jurídico a partir de su regulación en la Ley 1/2000, de 7 de enero, de Enjuiciamiento Civil.

Albareda Vivó, Laura
Ysa Figueras, Tamyko
Lozano Soler, Josep M.
Statens rolle i abeidet med a fremme CSR
Albareda, L.; Ysa, T.: Lozano, J. M.; Roscher, H.
In *Bedrifters samfunnsansvar*
A. Kakabadse & M. Morsing (eds.)
Trondheim: Tapir Akademisk Forlag, 03/2011
p. 135-152

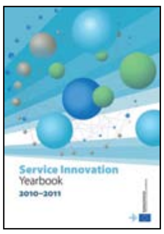


The purpose of this paper is to analyse differences in the approaches of European government policies in the light of their ideal s, and four different models of government action are put forward. Our proposal's theoretical coherence stems from the fact that CSR is not a new and isolated item for inclusion on the political agenda. On the contrary, it forms part of the current debate on the role of companies in society, clearly shaping the current challenges to the welfare state and its governance, and the socioeconomic development of each country. This initial hypothesis has been given a relational reading that emphasises the strategy of dialogue and collaboration between company, government and the organs of civil society.

Alfaro Faus, Manuel
Iglesias Bedós, Oriol
Introducción al marketing
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 215-262

El capítulo tiene el propósito de introducir los fundamentos conceptuales y estratégicos de marketing como paso previo a la profundización en la especialización y desarrollo de la gestión de marketing en distintos tipos de organizaciones y entornos de negocio.

Almirall Mezquita, Esteve
Wareham, Jonathan D.
The underlying mechanisms of open innovation intermediaries
Bakici, T.; Almirall, E.; Wareham, J.
In *Service innovation yearbook 2010-2011*
European Commission. Information Society and Media Directorate-General & Open Innovation Strategy and Policy Group (eds.)
Luxembourg: Publications Office of the European Union, 12/2010
p. 56-65



The continuous popularity of open innovation as a methodology for sourcing innovation in companies has offered a novel perspective on the increasing need that companies face for accessing and competing on innovation. However, new challenges have arisen: (i) identifying optimal solutions; and (ii) engaging the best partner, in a universe that is no longer confined to the boundaries of the firm. Open innovation intermediaries, aiming at addressing these challenges, have grown in numbers and achieved a global presence in recent years, leading to an increasing interest in research that explored its role and operation.

There is, however, a lack of research that specifically explores their matching mechanisms. This paper aims at addressing this aspect, characterising mechanism archetypes, exploring their limitations, underlying tensions and conflicts.

Añoveros Terradas, Beatriz

La prueba de paternidad en los reconocimientos de complacencia

In *La prueba judicial: desafíos en las jurisdicciones civil, penal, laboral y contencioso-administrativa*
X. Abel Lluch, J. Picó i Junoy & M. Richard González (dirs.)
Las Rozas, Madrid: La Ley, 03/2011
p. 1145-11669

El fraude en materia de estado civil es un fenómeno que ha aumentado y sigue aumentado de forma alarmante. El presente trabajo se centra en un concreto tipo de fraude en materia de estado civil, el que afecta a la determinación de la filiación y que da lugar a las denominadas "filiaciones de complacencia. La prueba biológica de paternidad es una prueba directa e irrefutable del hecho de la procreación; es el método más exacto y concluyente de verificación de la relación biológica. La DGRN no admite, sin embargo, dicha prueba ni prevé la realización de la misma en caso de duda fundada sobre la veracidad del hecho. A través del presente estudio pretendo analizar la utilización de la prueba de paternidad biológica o prueba de ADN como mecanismo preventivo de los reconocimientos de filiación por complacencia.

Arenas Vives, Daniel

Contexto global de la gestión

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 165-214

Este capítulo presenta al lector de habla española la actual situación de la ciudadanía corporativa, sus principales impulsores y conceptos, y una evaluación crítica de la disciplina. Se pretende promover un debate y una reflexión crítica sobre las implicaciones éticas, sociales, políticas y culturales de la actividad empresarial.

Arenas Vives, Daniel
Mària Serrano, Josep F.

Corporate citizenship

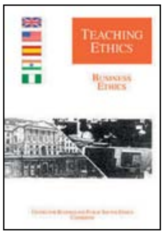
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 499-525

Este capítulo pretende explicar no sólo por qué se habla de la responsabilidad social de la empresa (RSE) y qué se entiende por ese concepto, sino también cómo la ponen en práctica las empresas.
Se adopta la perspectiva de la empresa para explorar formas y estrategias para gestionar los retos sociales y medioambientales.

Arenas Vives, Daniel
Mària Serrano, Josep F.

Corporate social responsibility: Emergence and development

In *Business ethics*
R. M. Thomas (ed.)
Cambridge (U.K.): Ethics International Press Ltd, 03/2011
p. 175-194



The chapter analyses the main drivers of CSR in the last years and presents systematically the main dimensions of this discipline: CSR and Globalization; Definition of CSR; Instruments for CSR; The Business Case for CSR; CSR and Strategy; A Copernican Revolution: Stakeholder Value; Classification of Stakeholders; CSR and Social Entrepreneurship; Critiques of CSR; CSR and Business Ethics.

Bardají Gálvez, Mª Dolores

Instituciones tutelares como formas de protección del incapacitado en Derecho civil catalán (especial referencia a la asistencia)

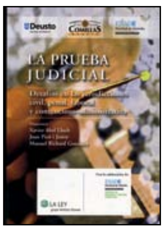
In *Un codi per al dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50è aniversari de la Compilació*
S. Llebaría Samper (coord.)
Barcelona: J. M. Bosch, 03/2011
p. 171-200

Análisis del tratamiento en la legislación civil catalana de las distintas formas de protección de los incapacitados desde el derecho vigente con anterioridad a la Compilació de Dret civil de Catalunya hasta la actualidad, momento en que rige el Llibre II del Codi civil de Catalunya.

Bardají Gálvez, Mª Dolores

La prueba de la convivencia en las uniones de hecho

In *La prueba judicial: desafíos en las jurisdicciones civil, penal, laboral y contencioso-administrativa*
X. Abel Lluch, J. Picó i Junoy & M. Richard González (dirs.)
Las Rozas, Madrid: La Ley, 03/2011
p. 1167-1184



La convivencia es el sustrato esencial de las uniones no matrimoniales y por ello merece un tratamiento específico al ser cuestión primordial la prueba o acreditación de la misma en tanto que servirá de fundamento a la acreditación de la existencia de la unión de hecho o pareja estable. En este trabajo se realiza un análisis de las distintas exigencias legales a efectos de acreditación de la convivencia en dichas uniones, no sólo desde la vertiente del derecho civil sino también desde el prisma de la legislación laboral (pensión de viudedad).

Barrull Melcior, Xavier
Bonet Guinó, Eduard
Bieto Caubet, Eugènia
The entrepreneur as persuader. Rethoric and narratives in entrepreneurship: Three case studies
In *Second Conference on Rhetoric and Narratives in Management Research: Proceedings*
E. Bonet, B. Czarniawska, D. McCloskey & H. S. Jensen (eds.)
Barcelona: ESADE, 02/2011
p. 165-178

This study analyzes three case studies of entrepreneurs. The research focuses on entrepreneurial activity, as the entrepreneurs. The research focuses on entrepreneurial activity, as the entrepreneurs' lack of previous experience may help to detect a greater spectrum of topics and a deeper understanding of how economic agents deal with sense making and persuasion. The cases focus on three main topics: the entrepreneur's experiences, the use of narratives and the use of rethorical argument.

Batllori Lloveras, Gloria
Finanzas
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
Edited by: G. Batllori
Barcelona: Planeta, 09/2010
p. 137-163

Se pretende ofrecer al lector futuro directivo, algunas de las claves esenciales para la interpretación de los estados financieros que permitan tomar decisiones estratégicas en su actividad profesional.

Batista-Foguet, Joan Manuel
Contactos sociales, confianza social y confianza política en Europa. Nuevas relaciones con mejores medidas
Saris, W. E.; Batista-Foguet, J. M.
In *La ciudadanía europea en el siglo XXI. Estudio comparado de sus actitudes, opinión pública y comportamiento políticos*
Madrid: CIS. Centro de Investigaciones Sociológicas, 10/2010
p. 27-44
Academia; no. 30

Se analizan en detalle si los resultados pueden confirmarse con los datos de la primera oleada de la European Social Survey (ESS) en la que se incluyen algunos de estos nuevos indicadores de capital social que se propusieron en el citado proyecto CID. Para este estudio también se han utilizado las mismas escalas de 11 puntos lo que suele elevar el grado de correlación dado el que el aumento del número de opciones proporciona mayor variabilidad en las respuestas (Alwin, 1996; Andrews, 1984; Krosnick y Fabrigar, 1997; Saris y Gallhofer, 2007, Batista-Foguet et al, 2009). Pero además, ya que todo indicador está influido por el método de recogida, éste puede también incrementar las correlaciones observadas (Lord y Novick, 1986; Andrews, 1984). En la obra de Zmerli et al. (2006), los autores usan escalas compuestas de varios indicadores para medir constructos, pero ignoran el error de medida que pudieran contener dichos indicadores. Por lo tanto, para obtener una mejor estimación (menor sesgo) de las relaciones entre estos constructos es imprescindible considerar estos errores de medición. De este modo, cabe esperar una estimación óptima de la magnitud de las relaciones entre estas constructos. Así pues, puede estudiarse el posible error de medida de constructos básicos como, contactos sociales y confianza social, y el efecto observable de éstos en la confianza política, una vez corregidos los errores en su medida. Cabría además, dar un paso más en este estudio, proponiendo estimar la magnitud de los efectos directos de las distintas variables entre sí, en lugar de sólo observar la magnitud de las correlaciones. Se requiere para ello una mejor especificación de los modelos que deberían completarse con la inclusión de aquellas variables de las que pudiesen derivarse relaciones espurias entre los constructos objeto de estudio.

Bonache Pérez, Jaime Alfonso
Recursos Humanos (gestión de personas)
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 529-553

El capítulo pretende ofrecer los cimientos del curso Dirección de personas del MBA. En él se exponen las bases sobre las que se edifica una ventaja competitiva basada en las personas, tratando de ayudar a pensar estratégicamente en torno a la que probablemente sea la función directiva fundamental: conseguir resultados a través de las personas.

Bonet Guinó, Eduard
Jensen, Hans Sigaard
Sauquet Rovira, Alfons
Re discovering rethoric, re-thinking management
In *Second Conference on Rhetoric and Narratives in Management Research: Management and persuasion*
E. Bonet, B. Czarniawska, D. McCloskey & H. S. Jensen (eds.)
Barcelona: ESADE, 03/2011
p. 15-30

This chapter offers a stimulating view on the notions, historical developments and cultural interpretations of rhetoric and its relationship with management. It constitutes a conceptual framework for situating other chapters of the book.

Bonet Guinó, Eduard
Sauquet Rovira, Alfons
Learning from the ILIAD: Virtues and persuasion
In *Second Conference on Rhetoric and Narratives in Management Research: Proceedings*
E. Bonet, B. Czarniawska, D. McCloskey & H. S. Jensen (eds.)
Barcelona: ESADE, 02/2011
p. 9-14

This chapter will discuss some outstanding examples of persuasion that are presented in the Homeric poem The Iliad. Even if it is a mythical narrative, it reflects the influence of dialogues and poetry in the Heroic Ages of Greek culture some centuries before the Golden Age of Athens and the creation of the art of rethoric. This approach emphasizes the cultural development of natural skills of persuasion and relates them to the virtues that are necessary for sustaining a democratic commercial society.

Busquets Carretero, Xavier
Cano Giner, Josep Lluís
Colet Petit, Enric
García Gay, Ramon
Rodón Mòdol, Joan
Sesé Muniategui, Feliciano
Wareham, Jonathan D.
Dirección de sistemas de información
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 329-360

Desde una perspectiva de gestión estratégica, los sistemas de información se entienden como fuentes de ventaja competitiva. En este capítulo se propone como estos sistemas pueden hacer posible la competitividad a largo plazo, enfatizando la capacidad de las empresas para desarrollar capacidades difíciles de imitar, procesos, competencias directivas y el papel de los sistemas de información en procesos de valor empresarial.
El capítulo se ha organizado abordando las siguientes cuestiones: visión global del contexto, visión de los principales tipos de sistemas de información, organización de la función y gobernanza de las TI, el papel de la dirección de informática y, finalmente, los progresos de las TI en la creación de una nueva perspectiva de sistemas de información como una nueva forma de hacer negocios mediante el apalancamiento de sistemas digitales.

Carpi Martín, Rebeca
Evolución de la herencia yacente en el Derecho catalán
In *Un codi per al dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50è aniversari de la Compilació*
S. Llebaría Samper (coord.)
Barcelona: J. M. Bosch, 03/2011
p. 375-417

En este trabajo se hace un repaso a las normas que han regido la situación de la herencia yacente en el ordenamiento jurídico catalán desde la Compilación hasta la actualidad, tomando como premisa a constatar si la funcionalidad o pragmatismo que viene marcando la pauta en las leyes civiles catalanas tradicionalmente y con mayor ímpetu en las leyes posteriores a la configuración del Estado autonómico es detectable también en esta materia. Resulta indiciario a primera vista que, de una parte, parezca existir una deliberada ausencia de formulación dogmática sobre la herencia yacente, a pesar de haber sido ampliamente discutida y cuestionada por la doctrina, y, de otra, que aún prescindiéndose de esa formulación conceptual, se constata un progresivo incremento de atención a la herencia yacente en su dimensión más funcional, influido, probablemente, por contingencias prácticas concretas, como las plasmadas en las dos sentencias que sobre esta cuestión ha pronunciado el Tribunal Superior de Justicia de Cataluña, en fechas 9 de octubre de 2000 y 5 de octubre de 2005 o las apreciadas por la doctrina a propósito del régimen previsto en la Compilación y en el Código de Sucesiones.

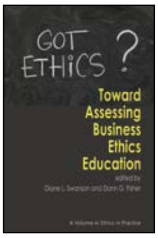
Casaburi, Ivana
Marketing global
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 427-450

Hoy en día es impensable para una empresa ser competitiva operando en un solo mercado geográfico. Debido a la apertura de los mercados y los avances tecnológicos, la internacionalización se ha convertido en una necesidad para muchas empresas. La globalización de los mercados hace que las empresas tengan que considerar la opción de operar en más de un mercado para crecer, para seguir siendo competitivos o para sobrevivir. Esta necesidad es todavía mayor en períodos de crisis cuando la diversificación geográfica juga un rol equilibrador en la sostenibilidad de la empresa. Por otro lado está demostrado que las empresas que sufren menos en periodos de crisis son las que han sido capaces, en tiempos de prosperidad, de conseguir un porfolio de mercados suficientemente diverso. Desde una perspectiva de marketing, el punto clave de la internacionalización es aprovechar similitudes entre clientes más allá de las fronteras nacionales para fortalecer y defender la ventaja competitiva de la empresa. Por otro lado el reto es la gestión de las diferencias económicas, geográficas, administrativas y, sobretodo, culturales que siguen existiendo entre los mercados.

Castiñeira Fernández, Àngel

Assessing a virtuous circle for socially responsible business schools

Martell, J.; Castiñeira, À.
In *Toward assessing business ethics education*
Diane L. Swanson & Dann G. Fisher (eds.)
Charlotte, N. C.: Information Age Publishing, 11/2010
p. 73-100
Ethics in practice

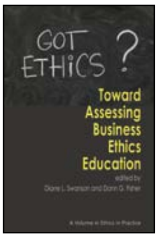


A virtuous circle model is proposed for the development of socially responsible business schools, with PRME as its central component joining together prestigious accreditation bodies: AACSB, EQUIS and AMBA, and the BGP ranking, as determinant factors of the virtuous circle. Our proposal envisages a comprehensive transformation of business schools through substantial changes in their management, education, research, and social commitment, and their engagement in a change process to institutionalize social responsibility. In this article we aim to persuade these accreditors and the BGP ranking, to join together in a virtuous circle and generate a synergy to impel the transformation of business schools.

Castiñeira Fernández, Àngel

Assessing what it takes to earn a beyond grey pinstripes ranking

Martell, J.; Castiñeira, À.
In *Toward assessing business ethics education*
D. L. Swanson & Dann G. Fisher (eds.)
Charlotte, N. C.: Information Age Publishing, 11/2010
p. 101-132
Ethics in practice

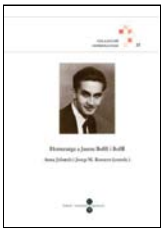


BGP is the only ranking to focus solely on the curricula and research content of ethics, social responsibility, and sustainability in MBA programs. The purpose of this article is to assess the merits and objectives of the BGP survey, its contribution to socially responsible education and, mainly, what it takes to earn recognition by the survey's Global 100 ranking. We comprehensively describe the BGP survey and ranking methodology, and offer recommendations for fulfilling BGP's ranking requirements. The 2009-2010 ranking is analyzed and finally we reflect on BGP methodology. As both BGP and PRME pursue common ideals, we urge all the business schools ranked in the Global 100 to sign up to PRME and, by committing to its principles, become joint promoters of socially responsible education.

Castiñeira Fernández, Àngel

De la identitat personal a la identitat nacional

In *Homenatge a Jaume Bofill i Bofill*
A. Jolonch & J. M. Romero Baró (coords.)
Barcelona: Universitat de Barcelona, 05/2011
p. 23-40

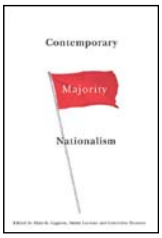


Amb motiu del centenari del naixement de Jaume Bofill i Bofill, catedràtic de metafísica a la Facultat de Filosofia de la Universitat de Barcelona, presento un article que tracta els següents aspectes: les característiques de la identitat personal i les identitats nacionals, el paper de la cultura nacional i la memòria col·lectiva, la funció dels llocs de memòria i la dimensió "imaginada" de la memòria col·lectiva.

Castiñeira Fernández, Àngel

Imagined nations: Personal identity, national identity, and the places of memory

In *Contemporary majority nationalism*
A.-G. Gagnon, A. Lecours & G. Nootens (eds.)
Québec (Canada): McGill-Queen's University Press, 06/2011
p. 43-79



For many years nationalism has been associated with political demands by minority nations that challenge the rights of the central state. However, over the last two decades many works have challenged this perspective, arguing that nationalism - as a political phenomenon - is likely to emerge among both majority and minority nations.
In light of a renewed interest in the study of nationalism, Contemporary Majority Nationalism brings together a group of major scholars committed to making sense of this widespread phenomenon. To better illustrate the reality of majority nationalism and the way it has been expressed, authors combine analytical and comparative perspectives. In the first section, contributors highlight the paradox of majority nationalism and the ways in which collective identities become national identities. The second section offers in-depth case study analyses of France, the United Kingdom, Spain, Canada, and the United States.

Castiñeira Fernández, Àngel

Los valores y los procesos de individualización

In *Las huellas de la crisis*
D. Innerarity (coord.)
Madrid: Fundación Banco Santander, 05/2011
p. 77-91

Reflexionar acerca de las consecuencias políticas, sociales y culturales de la actual crisis económica fue el propósito del ciclo de debates en que se enmarca este capítulo. En él, el autor describe el cambio acaecido en nuestro sistema de valores, esbozando las tendencias que pueden definir el nuevo orden social derivado de esta nueva situación.

Coscubiela Conesa, Joan

Causas y lecciones ignoradas de la crisis

In *La crisis del 2008. De la economía a la política y más allá*
A. Costas (coord.)
Madrid: CAJAMAR Caja Rural Sociedad Cooperativa de Crédito, 11/2010
p. 345-364

A la vista de cómo se están produciendo los recientes acontecimientos en España y en el mundo, no parece que se esté dispuesto a leer las causas y lecciones ignoradas de la crisis. Todo apunta a que las medidas anunciadas hace dos años para reformar algunas instituciones o no avanzan o van muy lentas. De momento, lo que aparece en el horizonte son datos en sentido contrario. El desequilibrio entre mercados y sociedad se agranda a favor del primero, como se pone de manifiesto en los debates sobre ajustes presupuestarios y en las medidas adoptadas por la mayoría de países. Los mercados adquieren cada vez más centralidad social, de manera que se habla de ellos y se acepta con una gran normalidad que sean los que sustituyan a las instituciones en las orientaciones de las políticas económicas. El equilibrio entre competitividad y cooperación no parece recuperarse y el ejemplo del funcionamiento en estos meses de la UE lo pone aún más de manifiesto. Muchas de las decisiones adoptadas lejos de reducir los riesgos, continúan apostando por el espejismo de la externalización de los riesgos a terceros.

Correa Delcasso, Juan Pablo
Enzler Fandos, Sandra

La participació dels advocats de Barcelona en la redacció de la Compilació de Dret Civil català

In *Un codi per al dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50è aniversari de la Compilació*
S. Llebaría (coord.)
Barcelona: J. M. Bosch, 03/2011
p. 27-42

A l'article s'aborda l'aportació dels advocats a la ciència del dret. La Compilació de Dret Civil de Catalunya ha estat una obra magistral d'advocats que van dedicar moltes hores d'estudi a l'anàlisi de les arrels de les diferents institucions que el conformen.

Dolan, Simon

Gestión de recursos humanos y políticas de provisión de cargos directivos en la multinacional española

Dolan, S.; Parada, M. J.
In *La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME*
Barcelona: ESADE Business School; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
p. 191-211

Este capítulo se centra en el rol de la gestión de los recursos humanos y las políticas de provisión de cargos directivos en las empresas multinacionales. Intentamos profundizar en cómo gestionar de forma eficiente los recursos humanos en las empresas multinacionales para lograr el éxito y la eficiencia a la hora de internacionalizar las operaciones de la empresa. El marco teórico es complementado con la extensa discusión entre once empresas multinacionales, tres ponentes de gran trayectoria y experiencia en el campo de la internacionalización y las multinacionales y académicos encargados de moderar el workshop. Los cuatro temas que centran el debate son: (a)La creación de una empresa internacional: Estrategia y estructura, (b)La gestión de los Recursos humanos internacionales y la cultura de la organización, (c) El Derecho laboral global, relaciones industriales y ética internacional, (d)La gestión global del talento y personal.

Duplá Marín, María Teresa

Potestad parental catalana y autoridad familiar aragonesa: breve análisis comparativo de las facultades otorgadas a los padrastros respecto de los hijos menores del cónyuge o conviviente

In *El nuevo derecho de la persona y de la família: libro segundo del Código civil de Cataluña*
R. Barrada Orellana, M. Garrido Melero & S. Nasarre Aznar (coords.)
Barcelona: J. M. Bosch, 07/2011
p. 737-749

En el trabajo se analiza la nueva regulación de las llamadas familias recompuestas o reconstituidas (step families) en el libro segundo del Código civil de Cataluña y en concreto las facultades y obligaciones establecidas para los padrastros y las madrastras en estos modelos familiares.

Duplá Marín, María Teresa

El proceso de recepción de la quarta falcidia romana en el Derecho civil catalán

In *Un codi per al dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50e aniversari de la Compilació*
S. Llebaría Samper (coord.)
Barcelona: J. M. Bosch, 03/2011
p. 419-448

En el trabajo se analiza el proceso de recepción de la institución sucesoria “quarta falcidia” en el derecho civil catalán desde sus orígenes hasta la actual regulación de la figura en el Código civil de Cataluña, destacando las similitudes y diferencias con la regulación romana.

Duplá Marín, María Teresa
Bardají Gálvez, Mª Dolores
Enzler Fandos, Sandra

El nuevo rol del profesor en la implementación, el desarrollo y la evaluación de las competencias en el grado en derecho

In *Jornadas interuniversitarias de innovación docente 2011: 16-17 de junio: think, share and innovate*
Barcelona: Universitat Ramon Llull, 06/2011
p. 275-279

En el presente trabajo se expone la experiencia articulada en la Facultad de Derecho en torno al proyecto MQD 2008. La finalidad principal del proyecto era el análisis y la adaptación a las nuevas funciones del profesor en el Grado en Derecho, teniendo en cuenta el cambio de rol docente que se produce a causa del impacto del EEES en nuestras titulaciones. La Facultad de Derecho de ESADE tenía previsto empezar a impartir la nueva titulación del Grado en Derecho a partir del curso 2008-2009, por lo que, después del proceso de reflexión y diseño del proyecto de grado, comenzaba la etapa de implementación de esta nueva titulación, con el objetivo claro de la plena adaptación al nuevo Espacio Europeo de Educación Superior. En este contexto y con este objetivo se presentó este proyecto bienal.

Fabregat Feldsztajn, Jordi

Finanzas corporativas

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 263-292

Este capítulo trata las decisiones estratégicas financieras a largo plazo, centrándose en la creación de valor. Así a partir de la introducción del valor del dinero en el tiempo se detallan los métodos de selección de inversiones y los de valoración de empresas.

Férez Fernández, Manuel

Contingut de les proves i mèrits a valorar

In *Disseny d’un model de selecció comú per al personal de l’Administració de la Generalitat i de les entitats locals de Catalunya*
Barcelona: Escola d’Administració Pública de Catalunya, 02/2011
p. 126-161

Per avançar en l’elaboració d’una proposta de model de selecció comú sembla convenient, des de la perspectiva del seu contingut, recuperar algunes preguntes bàsiques ja apuntades en aquest treball, tant per centrar el diagnòstic com per contribuir a garantir les possibles línies de millora. La resposta a què mesurar l’haurem de construir a partir de la prèvia identificació dels possibles elements a tenir en compte per valorar la idoneïtat dels aspirants.

Fontcuberta Llanes, Javier

Derecho de empresa

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 75-101

En este capítulo se aborda uno de los grupos de cuestiones legales básicas que en el orden corporativo se considera como más significativo para la formación de directivos.

Gimbert Ràfols, Xavier

Estrategias

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
Edited by: G. Batllori
Barcelona: Planeta, 09/2010
p. 361-392

Este capítulo resume muy sintéticamente los conceptos, análisis y perspectivas claves de la gestión estratégica de una empresa, centrándose sobre todo en el proceso de formulación estratégica. En consecuencia, trata principalmente del análisis y la toma de decisiones estratégicas a nivel de negocio. Aspectos que son trabajados durante las primeras asignaturas del departamento de política de empresa dentro del MBA. Los objetivos de estas sesiones son potenciar la visión global, completa, integrativa de la empresa, proponer un marco (un modelo) de referencia global para tomar decisiones, conocer y practicar los principales conceptos estratégicos, los análisis fundamentales, así como sus interrelaciones. De estos objetivos se derivan otros como pensar en los grandes desafíos de la empresa o incitar a la redefinición del futuro de la organización.

Giné Daví, Jaume

Àsia, una nova prioritat de l'acció exterior de Catalunya

In *Una política internacional per a Catalunya (2010-2020)*
Madrid: Bubok Publishing, 10/2010
p. 157-180

Cataluña ha sido pionera en las relaciones con Asia. Las instituciones públicas han impulsado la presencia comercial e inversora en aquella región, sumando sinergias con los agentes económicos, sociales y culturales de la Sociedad Civil. El estudio recuerda la necesidad de corregir el déficit comercial con Asia impulsando las exportaciones y las inversiones en la región así como la captación del turismo asiático mejorando las conexiones directas, etc. Las principales barreras son culturales. Se debe corregir el déficit de conocimiento sobre la realidad y la diversidad asiática potenciando los estudios asiáticos en las universidades y escuelas de negocios. Es básico contar con expertos que conozcan las culturas, las lenguas y la forma de hacer y entender los negocios con los asiáticos. Finalmente, se destacan las oportunidades que ofrecen el carácter emprendedor de las comunidades asiáticas en Cataluña y su capacidad de operar a través de redes transnacionales conectadas con sus países de origen.

Giné Daví, Jaume

La política exterior de Corea del Sur en 2010

In *Corea, imagen y realidad*
A. Ojeda & Á. Hidalgo (coords.)
Atarfe, Granada: Entorno Gráfico, 04/2011
p. 163-212

Un extenso y denso estudio de la evolución de la política exterior surcoreana en 2010. La celebración de la Cumbre del G20, los días 11 y 121 de noviembre en Seúl, significo un reconocimiento internacional al creciente peso político y económico de Corea del Sur en el concierto mundial. Destacan un profundo análisis de la tensión militar creada por el conflicto intercoreano en Asia oriental. También describe la situación de las relaciones, políticas y económicas con EEUU, Japón, China, Rusia, India y la UE. Por otro lado, se analiza el impulso de la "New Asia Iniciative", con los países de ASEAN, del Golfo Pérsico y Asia central. Finamente, se incide en el impulso de la diplomacia económica y energética desarrollada por Seúl con América Latina y África.

Ginés Castellet, Núria

La configuración objetiva de la rescisión por lesión en los modelos catalán y francés

In *Un codi per al Dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50 aniversari de la Compilació*
S. Llebaría (coord.)
Barcelona: J. M. Bosch, 03/2011
p. 277-304

Es la rescisión por lesión *ultra dimidium* la institución más emblemática del hasta ahora más bien escaso Derecho catalán de obligaciones y contratos, y lo es porque presenta un específico perfil, únicamente compartido en el escenario del Derecho comparado por el patrón francés. Con cinco de los seis libros del Código civil de Cataluña publicados y en vigor, el proceso de codificación civil catalana solo requiere para su culminación de la aprobación y publicación del libro VI, sobre obligaciones y contratos. Dentro del núcleo duro del Derecho contractual se ubica, sin lugar a dudas, la institución de la rescisión por lesión, no solo como causa de ineficacia del contrato, sino también -y, quizá, sobre todo- como punta de lanza de una especial concepción del contrato y de los principios básicos que lo rigen. En este orden de cosas, será imprescindible, cuando se acometa la labor de redactar definitivamente el último de los libros del CCCat, tomar una decisión respecto a la regulación de la rescisión por lesión: mantener el actual patrón de carácter objetivo o bien cambiar el molde, introduciendo requisitos de naturaleza subjetiva.

Iglesias Bedós, Oriol

Difference and repetition

In *Meaning at work*
N. Ind (ed.)
Oslo: Cappelen Damm AS, 11/2010
p. 137-142

There is a sort of duality in the title of this book. The first reading is perhaps obvious. It suggests the idea that an individual can find meanings in their life in a working environment. However, if we pause after the word "meaning"; and then read "at work", it suggests the idea that meaning itself is active; that the organization is a repository of evolving meaning. In this reading, what the organization does and how it is constructed are determined by a collective understanding of a specific interpretation of meaning - one that grows and develops as the organization itself changes.

Llebaría Samper, Sergio

Comentario a las secciones 1ª y 2ª del capítulo IV del título III y disposición adicional segunda, del Libro II del Código Civil de Cataluña

In *Persona y familia: Libro Segundo del Código Civil de Cataluña*
E. Roca Trías (coord. general); P. Ortuño Muñoz (coord. del vol.)
Las Rozas, Madrid: Sepín, 06/2011
p. 935-960

Comentarios a la nueva regulación de la pareja estable contenida en el Libro Segundo del Código civil de Cataluña, destacando la comparación con el régimen anterior derogado así como las novedades que el nuevo texto legal incorpora, desde una visión crítica y práctica. Especialmente el comentario se concentra en la constitución de la pareja estable, su régimen durante la convivencia, las causas de extinción, y la autonomía privada en cuanto a las consecuencias derivadas de la extinción.

Llebaría Samper, Sergio

El desarrollo de un Derecho civil de y para Cataluña: valor y función de la norma (entre la competencia legislativa y la legitimación social)

In *Un codi per al Dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50 aniversari de la Compilació*
S. Llebaría (coord.)
Barcelona: J. M. Bosch, 03/2011
p. 115-168

Estudio crítico de la evolución y desarrollo del Derecho civil de Cataluña, tanto desde el punto de vista del ejercicio de las competencias como, sobre todo, de la legitimación social del derecho legislado.

Llebaría Samper, Sergio

Planificación y conflictividad patrimonial en la pareja de hecho

In *Conflictos en torno a los patrimonios personales y empresariales*
Barcelona: Bosch, 11/2010
p. 1153-1229

Exposición y examen de las posibilidades de organización del régimen patrimonial de los convivientes en pareja de hecho, atendiendo a los distintos marcos reguladores existentes en España. Análisis crítico de las consecuencias derivadas del ejercicio de las diversas posibilidades. Ruptura de la pareja y conflictividad de naturaleza patrimonial: causas, efectos y tratamiento de las pretensiones derivadas de la situación de los convivientes y de terceros afectados.

Longo Martínez, Francisco

La nueva gestión pública: crisis económica y reforma de la gestión pública

Longo Martínez, F.; López Gobernado, M.; Sagaseta Almazán, F.
In *Una nueva forma de trabajar... mirando al futuro: III Congreso de Gestión Clínica*
J. Colomer & J. del Llano (eds.); F. Raigada González (coord.)
Madrid: Fundación Gaspar Casal, 04/2011
p. 31-35

La exposición pretende realizar una reflexión sobre la gestión pública necesaria en los momentos que se están viviendo. Esto sitúa el foco de la reflexión en la crisis que padecemos, en el significado que cabe atribuir a ésta, en el pronóstico sobre su evolución y desarrollo y en las orientaciones que deberían seguirse para mantener, en un escenario de crisis, algunos elementos de nuestro modelo de estado y de servicio público que merece la pena que sean defendidos.

Longo Martínez, Francisco

Reflexions sobre la col·laboració publicoprivada i els serveis públics sanitaris i socials

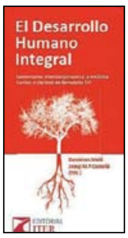
In *Observatori de la cooperació publicoprivada en les polítiques sanitàries i socials: els casos de la cuina de l'Hospital de la Santa Creu i Sant Pau i el projecte PREVIRNEC, en telerehabilitació cognitiva*
A. Serra & A. Saz - Carranza (eds.)
Barcelona: ESADE. Instituto de Gobernanza y Dirección Pública, 05/2011
p. 43-51

Reflexiones sobre la CPP y la crisis del sector. Es passa revista a alguns dels requeriments adaptatius en l'ecosistema institucional i s'analitza el grau d'assoliment de les transformacions dins l'àmbit dels serveis públics sanitaris i socials.

Lozano Soler, Josep M.

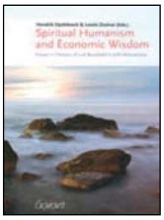
La empresa ante la sostenibilidad y el bien común

In *El desarrollo humano integral*
Barcelona: ITER, 12/2010
p. 273-285



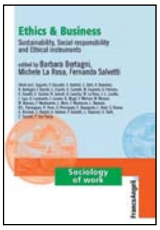
La primera encíclica social del Santo Padre Benedicto XVI Caritas in veritate anuncia desde el comienzo un principio capital que orientará todo el texto pontificio: "La caridad en la verdad es la principal fuerza impulsora del auténtico desarrollo de cada persona y de toda la humanidad". La obra tiene como objetivo ayudar a descubrir, reflexionar y profundizar en algunos mensajes de la encíclica, especialmente relevantes desde una perspectiva ético-social, y con especial énfasis en el desarrollo humano integral en nuestro tiempo. En ella, se recogen de una forma estructurada y rigurosa, extensos y riquísimos comentarios de carácter interdisciplinar, a diferentes temas que integran el contenido de la encíclica *Caritas in veritate*. Lo realizan una veintena de autores, teólogos, filósofos, juristas, economistas, expertos en ética, en dirección de empresas y en otras ramas del saber.

Lozano Soler, Josep M.
The long voyage from business ethics to spirituality
In *Spiritual humanism and economic wisdom: Essays in honor of Luk Bouckaert's 70ths anniversary*
H. Opdebeeck & L. Zsolnai (eds.)
Antwerpen (Belgium): Garant, 08/2011
p. 111-128



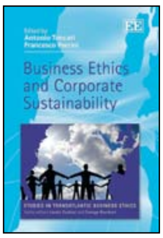
This paper proposes the keys needed to be able to understand the process which has taken business culture from business ethics to considering spirituality-related terms. The author suggests four successive stages within this process: business ethics, corporate social responsibility, responsible leadership and spirituality. As regards the first three, the article highlights the factors in each which have helped raise and led to the question of spirituality. In terms of the growing demands for spirituality within the management context, the paper then examines its specific potential. However, from the perspective of the previous stages, it also underscores the need to address the term's ambiguity. What is understood as 'spirituality' in management has to be clearly delimited and defined to thus avoid the risk of it becoming a trend or subordinating its values to instrumental managerial requirements.

Lozano Soler, Josep M.
We need company vision and country vision: An interpretation of corporate social responsibility
In *Ethics & business: Sustainability, social responsibility and ethical instruments*
Milano: Franco Angeli, 09/2010
p. 15-26



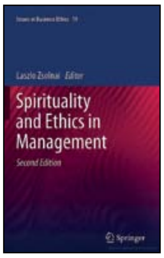
Ethics and business: the main challenge. The key issues: sustainability, social responsibility and the ethical instruments. But what are the instruments of ethics? How do we recognize a form of behaviour as ethically correct? What is a social responsible organization? At the European Union level, what are the main directives and guidelines? What about at the international level?

Lozano Soler, Josep M.
Arenas Vives, Daniel
Is multistakeholder dialogue really possible? Mutual resistance and bias in relationships between unions and NGOs
In *Business ethics and corporate sustainability*
A. Tencati & F. Perrini (eds.)
Cheltenham (U.K.): Edward Elgar, 07/2011
p. 177-194



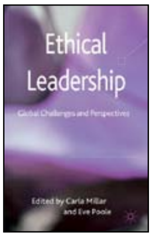
This authoritative book includes cutting-edge insights from leading European and North American scholars who reflect upon business ethics' foundations, firms, markets and stakeholders in order to design more sustainable patterns of development for business and society. Together, the contributing authors advance critical, innovative and imaginative perspectives to rethink the mainstream models and address the sustainability challenge. *Business ethics and corporate sustainability* will provide a stimulating read for academic researchers, and postgraduate students in business ethics, corporate social responsibility and corporate sustainability as well as those interested in management, strategy and finance.

Lozano Soler, Josep M.
Ribera Regull, Raimon
The impact of spirituality in management
In *Spirituality and ethics in management*
L. Zsolnai (ed.)
Dordrecht: Springer, 05/2011
p. 189-201



The emerging field of spirituality in management attires growing attention. Spirituality being one of the defining characteristics of the human condition, it can have an impact on management practices, since how we actually manage depends on the way we are. To address this subject, we first need to define what we understand by spirituality and see what kind of management can result from placing spirituality at the core of the human condition.

Mària Serrano, Josep F.
Lozano Soler, Josep M.
Inclusive leadership in Nicaragua and the DRC
In *Ethical leadership: Global challenges and perspectives*
Basingstoke: Palgrave MacMillan, 12/2010
p. 109-125



Ethical Leadership is for those who are keen to access challenging perspectives on this subject in a global context. It presents analysis, examples and ideas about the future of ethical leadership, globally, in a lively yet academically robust format. Chapters can be read individually or in sequence, and combine academic rigour with practical applicability. This book offers perspectives on the nature of the ethical challenge, perspectives on leadership from across the world and perspectives for leadership ethics in the future. Authors of repute spanning the globe are gathered together to provide a diversity of views on those sensitive issues that really matter to the future of global business. Millar and Poole present the ethical leadership dilemmas of day-to-day international business life in all their complexity, providing a range of angles, options and ideas to feed a questioning mind. Grounded in the reality of the organisation, this collection argues for a more sophisticated debate on leadership ethics.

Martí Ripoll, Margarita
Cultura y liderazgo. El proyecto Globe
Gil Rodríguez, F.; Martí Ripoll, M.
In *Liderazgo: hecho y ficción: visiones actuales*
F. Molero & J. F. Morales (coords.)
Madrid: Alianza, 03/2011
p. 197-220

En este capítulo, se analiza el liderazgo organizacional desde una perspectiva transcultural. Para ello se toma como referencia el proyecto GLOBE (Global Leadership and Organizacional Behavior Effectiveness) que se inició en el año 1971. Se revisa la envergadura de este ambicioso y trascendente proyecto que aglutina a más de 175 investigadores de 62 países que representan distintas culturas de todo el mundo y que dispone de datos de 17.000 directivos. Se revisarán los objetivos del proyecto, las cuestiones teóricas así como las fases del mismo prestando especial atención a los últimos resultados obtenidos (identificación de *clusters* culturales y de dimensiones del liderazgo y los vínculos entre ambos) para concluir con aplicaciones prácticas.

Mendoza Mayordomo, Xavier
La necessària internacionalització de les empreses europees
In *La Unió Europea davant els seus reptes: Tractat de Lisboa i presidència espanyola : XIX Jornada del Consell Català del Moviment Europeu al Parlament de Catalunya, 25 de gener de 2010*
Barcelona: Mediterrània, 01/2011
p. 77-94

A partir de les dades estadístiques més recents, el capítol analitza per què és un repte per a la Unió Europea (UE) la internacionalització del seu teixit empresarial, quin és el grau d'internacionalització de les empreses dels diferents països de la UE i quins són els reptes de futur als quals s'enfronten en una economia creixentment globalitzada, especialment les empreses dels països de la UE que estan patint amb més intensitat els efectes de la crisi financera global.

Mendoza Mayordomo, Xavier
Puig Bastard, Pere
Síntesis y conclusiones
In *La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME*
Barcelona: ESADE Business School ; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
p. 212-226

Este capítulo presenta las conclusiones de los cinco capítulos que conforman el Segundo Informe Anual del OEME. Analiza algunos de los retos más destacados que comporta el nuevo escenario internacional para las empresas españolas que ya son multinacionales y las que se están multinacionalizando, y de qué modo les están dando respuesta.

Mendoza Mayordomo, Xavier
Vives, Luis
Las empresas internacionalizadas: una aproximación cuantitativa
In *La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME*
Barcelona: ESADE Business School ; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
p. 86-121

Este capítulo presenta los rasgos principales de las empresas españolas internacionalizadas a partir del análisis de una base de datos propia con información sobre 1.658 empresas españolas que, a inicios de 2008, participaban en el capital social de, al menos, 5.349 compañías residentes en un total de 128 países.

Miralles Massanés, Josep
Las empresas y su dimensión pública
Fernández Fernández, J. L.; Miralles Massanés, J.
In *Profesionales y vida pública*
A. Hortal & X. Etxebarria (eds.)
Bilbao: Desclée de Brouwer, 02/2011
p. 255-284

Cuando se habla de ética profesional, el acento se suele poner en los deberes privados. Pero el significado social de las profesiones no se agota en el servicio que prestan a los usuarios o clientes de los servicios profesionales. En los espacios de la vida pública ejercen sus responsabilidades diferentes profesionales de los que depende el bien común de la sociedad en sus diferentes aspectos. Hay una dimensión pública de la responsabilidad profesional y hay una dimensión profesional de las responsabilidades públicas.
Este capítulo está dedicado a uno de aquellos espacios y agentes que, no formando parte del espacio público institucionalizado, hacen sin embargo importantes contribuciones a la vida pública: las empresas.

Murillo Bonvehí, David
Government, governance and collaborative social responsibility
Vallentin, S.; Murillo, D.
In *The collaborative enterprise: Creating values for a sustainable world*
A. Tencati & L. Zsolnai (eds.)
Peter Lang, 10/2010
p. 209-228

Competitive economics produces an enormous abundance of goods and services but at an intolerable environmental and social cost. Competition has become an end in itself, which leads to detrimental effects on nature, society and future generations. A change of paradigm is needed. Business should respect the ecological and social limits in which it operates and embed its activities in the natural and social systems. This book promotes a collaborative attitude of doing business based on a positive view of the self and others. Theoretical contributions, reflections, cases, examples, and initiatives collected in the book show that a collaborative enterprise is not only possible but also a feasible and desirable alternative to the current, self-defeating, managerial models. Innovative firms seeking to build long-term, mutually beneficial relationships with all of their stakeholders while producing values for their business ecosystems represent well-grounded hopes for a really sustainable future.

Obeso Abalde, Carlos

El valors del treball

In *Valors tous en temps durs: la societat catalana a l'Enquesta Europea de Valors de 2009*
J. Elzo & À. Castiñeira (dirs.)
Barcelona: Barcino, 02/2011
p. 119-154

Al llarg d'aquest capítol es reflexiona, a partir de les respostes a l'Enquesta Europea de Valors, sobre com està evolucionant a Catalunya el valor atribuït a la feina. Són reflexions que s'emmarquen en una situació de convulsió social paradoxal, els efectes de la qual sobre el futur són difícils de preveure.

Oller Sala, Maria Dolors

Consideracions sobre el Dret Civil de Catalunya com a element de la identitat nacional i com instrument de cohesió social

In *Un codi per al Dret civil de Catalunya: idealisme o pragmatisme?: estudis en commemoració del 50 aniversari de la Compilació*
S. Llebaría (coord.)
Barcelona: J. M. Bosch Editor, 03/2004
p. 43-80

L'Estatut d'Autonomia de Catalunya de 2006 incorpora una novetat, amb una clara connotació política: el reconeixement que l'autogovern de Catalunya es fonamenta, a més de en la Constitució, en "els drets històrics del poble català". A banda de la seva transcendència política, lligada a la identitat, aquesta referència als drets històrics té també transcendència jurídica: suposa una posició "singular" de la Generalitat en relació amb el dret civil, la llengua, la cultura, la seva projecció en l'àmbit educatiu i el sistema institucional en que s'organitza la Generalitat (art. 5 EAC). L'objecte d'aquest treball serà fer una crítica a la STC 31/2010, de 28 de juny al considerar que fa una interpretació amb criteris molt restrictius pel que fa a certs conceptes com ara el de Drets històrics, dins dels quals ocupa un lloc destacat el Dret civil foral. No podem oblidar que el Dret civil -l'única part dels Drets històrics del poble català de la qual es pot predicar una continuatio iuris, al haver restat vigent després del Decret de Nova Planta-, ha estat signe d'identitat del nostre poble i un dels seus principals elements vertebradors. La interpretació que es proposa parteix de la base que el nostre marc constitucional és capaç d'integrar la pluralitat no sols ideològica sinó també cultural i nacional.

Oller Sala, Maria Dolors

El derecho a la utilización de los medios de prueba como factor de dinamización del Derecho Probatorio

In *La prueba judicial: desafíos en las jurisdicciones civil, penal, laboral y contencioso-administrativa*
X. Abel Lluch, J. Picó i Junoy & M. Richard González (dirs.)
Las Rozas, Madrid: La Ley, 03/2011
p. 289-317

No es posible hablar del ser humano sin que nos estemos refiriendo a su dignidad, ni tampoco podemos considerar que una vida es digna sin libertad, igualdad, integridad, honor, etc., es decir, sin los derechos que históricamente hemos recogido, primero en Declaraciones y luego en textos constitucionales. De ahí que podamos definir los Derechos Humanos como el conjunto de facultades e instituciones que concretan las exigencias de la libertad, la igualdad y la seguridad humanas en cuanto expresión de la dignidad de los seres humanos, en un contexto histórico determinado. Constituyen un elemento clave tanto desde la perspectiva del individuo como de la organización política ya que son la base de la legitimidad de un Estado democrático. En los distintos países se ha producido un doble proceso: por un lado se ha ido ampliando el número de derechos, diversificándose su estructura interna; por otro lado, se ha producido una conversión progresiva de los Derechos Humanos a Derechos Fundamentales, entendidos éstos como derechos subjetivos garantizados por el Ordenamiento jurídico. Todo el proceso en pro de la efectividad jurídica de la Constitución coincidió en gran parte con la lucha para la garantía eficaz de los derechos, siendo un rasgo importante la progresiva consideración de los mismos no solo como derechos subjetivos, sino también como normas objetivas que se proyectan sobre las distintas ramas del Derecho. Se resalta, así, su faceta de principios y decisiones axiológicas y se les reconoce como valores superiores que fecundan todo el Ordenamiento Jurídico. Ello es conocido como efecto irradiación o fuerza expansiva de los Derechos Fundamentales. Este trabajo lo valora en relación con el derecho a la utilización de los medios de prueba.

Parada Balderrama, Pedro

Implementación de la estrategia

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 411-426

La gestión estratégica se diferencia de la gestión operativa en que es una actividad directiva que se refiere al futuro de la empresa y que intenta definir los límites de la actividad de la organización en relación con la evolución previsible del entorno.
El capítulo pretende presentar a los (futuros) directivos algunas de las claves de este tipo de gestión para desarrollar de una forma más eficiente y efectiva este tipo de gestión.

Parada Balderrama, Pedro

Informal knowledge and innovation

Almeida, P.; Hohberger, J.; Parada, P.
In *Handbook of organizational learning and knowledge management (2nd ed.)*
M. Easterby-Smith & M. A. Lyles (eds.)
Chichester (U.K.): John Wiley & Sons, 06/2011
p. 383-402

This study provides a review of the literature, both conceptual and empirical, on informal knowledge flows and assesses the impact of this knowledge on organizational innovation. We examine various sources of informal knowledge such as the hiring of experts, communities of practice, board interlocks, and geographic and ethnic communities. The chapter attempts to unbundle the process of knowledge absorption and utilization from informal and individual sources by analyzing its components to determine how firms can develop capabilities in search, transfer, and integration that enhance innovation and create competitive advantage.

Platikanova, Petya

Contabilidad

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 103-135

Este capítulo trata de presentar el panorama actual en el ámbito de la contabilidad y descubrir la contabilidad financiera sin los clásicos contables como el diario. Este capítulo sostiene que la contabilidad financiera no es tan objetiva como comúnmente se percibe, lo cual no es necesariamente una desventaja.

Pless, Nicola

Women leading a responsible global business

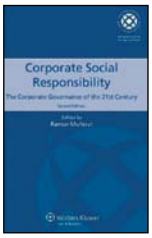
In *Women's leadership, gender and organisation*
P. Werhane & M. Painter-Morland (eds.)
Dordrecht: Springer, 04/2011
p. 230-245

This book chapter contributes to the emerging discussion on responsible leadership and the role of women leaders. The case of Dame Anita Roddick is analyzed in light of the Roles Model of Responsible Leadership (Maak & Pless, 2006) and serves as a best-practice example of how to run a successful business while at the same time helping to tackle deep-seated social problems. After discussing gender and paradigmatic aspects of leadership the author concludes that we need a paradigm change towards a new model of leadership that takes social responsibility seriously and fosters the integration and development of "female" leadership principles. The analysis of Anita Roddicks's leadership in light of this framework results in a picture of a woman and role model for leading business responsibly in a global stakeholder society. After having analyzed her leadership behavior I discuss the relationship between responsible leadership and the female archetype of leadership. I show that there are indeed striking parallels between the two concepts and argue that responsible leadership requires qualities that are defined as being female (e.g. caring for others). Yet, I also argue that the female archetype is first and foremost a social construction of gender relations and that the qualities of a female archetype are by no means restricted to women, but can also be developed and applied by men. I conclude that we need a paradigm change towards a new model of leadership that takes social responsibility seriously and fosters the application and development of "female" leadership principles.

Prandi Chevalier, Maria
Lozano Soler, Josep M.

Corporate social responsibility and human rights

In *Corporate Social Responsibility: The corporate governance of the 21st Century*
R. Mullerat (ed.)
Wolters Kluwer, 01/2011
p. 209-227



On the face of it, human rights and the company seem worlds apart, and like oil and water, an impossible mix. But reality is proving otherwise. Every day brings more tangible and visible evidence of how closely human rights and today's enterprises are linked, the key perspective being corporate social responsibility (CSR). Until recently, human rights were mostly thought to inhabit the domain of rights and duties of states, never (compliance with the law apart) the corporate domain. Although currently gaining ground in theoretical debates and in the practice of some companies, the issue is not really a new one. The mid-1970s had seen a dawning realization of how company power was extending beyond economic to political, cultural and social areas. Since then, the continuous evolution of company activities and power seem to have radically restructured the equilibrium of their relations with the state and society. Nowadays, companies are among the most decisive actors in determining how human rights are put into practice.

Puig Bastard, Pere

La empresa multinacional española ante el nuevo entorno mundial emergente más allá de la actual crisis

In *La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME*
Barcelona: ESADE Business School ; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
p. 10-85

En este capítulo se examinan las implicaciones que se derivan para las empresas españolas de los nuevos escenarios internacionales más allá de la crisis. Para ello se analizan los flujos recientes de la IED -inversión extranjera directa- española en las diversas economías y sectores, y su posicionamiento relativo respecto a los flujos mundiales de la IED.

Recio Figueiras, Eugenio

Responsabilidad de nuestro modelo económico en la crisis de nuestro país

In *Economía de mercado ética i justicia social en tiempos de crisis*
Barcelona: Centre d'Estudis Econòmics i Socials (CEES), 12/2010
p. 17-35

Conferencia de las Jornades de Mercat, Ètica i Justícia Social en Temps de Crisi celebradas en Barcelona el 19 de mayo y 9 de junio de 2009. Denuncia del modelo del capitalismo liberal norteamericano, recordando que no es el único modelo vigente en el mundo desarrollado. Se exponen las conclusiones de los análisis hechos por los alemanes cuando se han preguntado si les ha fallado la Economía Social de Mercado y recoge los testimonios recientes de cinco destacadas personalidades: Horst Köller, Klaus-Peter Müller, Dieter Hundt, Hans-Peter Keitel y Eberhard von Koerber. Se pregunta si la crisis en nuestro país tiene su origen en el hecho que, en la aplicación del modelo económico, se han cometido errores parecidos a los de Alemania. El Estado español ha seguido un intenso proceso de liberalización estas últimas décadas. Pero ha evitado enfrentarse a ciertas reformas estructurales que han agraviado las repercusiones de la crisis y dificultan su superación. La crisis exige un cambio radical en el modelo económico en lo que se refiere a nuestra política económica. Concluye indicando que se plantea la gran oportunidad en nuestro país y en el mundo de dar mayor vigencia a la Economía Social de Mercado, pero que para ello es necesario que en las medidas inmediatas que se están tomando se tenga muy presente su contribución para mantener y perfeccionar el modelo futuro.

Roig Navarro, Carles
Heras Forcada, Miguel Angel
Suárez Barraza, Manuel Francisco

Operaciones

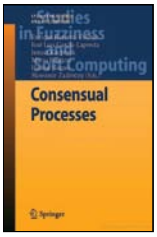
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 293-327

Dentro de "operaciones" se incluyen todas aquellas actividades que se exigen para crear y entregar un producto o servicio, desde el aprovisionamiento a la distribución.
El capítulo aborda esta función estructurándola alrededor de dos grandes cuestiones: ¿cuál es el marco conceptual en el que se diseña la estrategia de operaciones? y ¿con qué herramientas podemos hacer un correcto despliegue de la estrategia previamente predefinida?

Roselló Saurí, Llorenç
Prats Duaygues, Francesc
Agell Jané, Núria
Sánchez Soler, Mónica

A qualitative reasoning approach to measure consensus

In *Consensual processes*
E. Herrera-Viedma, J. L. García-Lapresta, J. Kacprzyk, M. Fedrizzi, H. Nurmi & S. Zadrozny (eds.)
Berlín: Springer-Verlag, 06/2011
p. 235-261



This chapter introduces a mathematical framework on the basis of the absolute order-of-magnitude qualitative model. This framework allows to develop a methodology to assess the consensus found among different evaluators who use ordinal scales in group decision-making and evaluation processes. The concept of entropy is introduced in this context and the algebraic structure induced in the set of qualitative descriptions given by evaluators is studied. We prove that it is a weak partial semilattice structure that in some conditions takes the form of a distributive lattice. The definition of the entropy of a qualitatively-described system enables us, on one hand, to measure the amount of information provided by each evaluator and, on the other hand, to consider a degree of consensus among the evaluation committee. The methodology presented is able of managing situations where the assessment given by experts involves different levels of precision. In addition, when there is no consensus within the group decision, an automatic process measures the effort necessary to reach said consensus.

Royo Morón, Carlos

LEAD

In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 593-611

El LEAD (Leadership Assesment and Development) es un programa que se ajusta de forma personalizada a quien ejerce o ejercerá como directivo, ya que sólo desde este enfoque en el individuo, sus valores y competencias, se puede formar al auténtico líder. No se trata de una fábrica de competencias sino que pretende proporcionar al participante herramientas de autoconocimiento que le permitan desplegar su propia visión y su propio plan de autoaprendizaje.

Sabal Cárdenas, Jaime

El riesgo país en las decisiones de inversión de la multinacional española en países emergentes

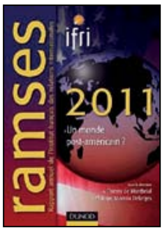
In *La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME*
Barcelona: ESADE Business School ; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
p. 166-189

Este capítulo se centra en la cuestión de la forma concreta en que las empresas multinacionales españolas toman en consideración y evalúan el riesgo país en economías emergentes.

Santiso, Javier

Brésil

In *Ramses 2011: Rapport annuel mondial sur le système économique et les stratégies: Un monde post-américain?*
T. de Monbrial & P. Moreau Defarges (dirs.)
Institut français des relations internationales (Ifri)
Paris: Dunod, 09/2010
p. 261-265

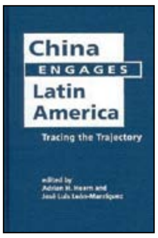


Brasil se ha convertido en 2010 en la octava potencia mundial en términos de PIB nominal, por delante de España. El artículo revisa el auge de esta economía emergente tanto en términos económicos como financieros. En particular se hace énfasis sobre las crecientes relaciones que ésta economía está teniendo con Asia (China en particular) y Medio Oriente. En 2009, el primer socio comercial de Brasil ya no es un país OCDE sino otro país emergente (China). En 2010, el primer inversor extranjero directo en el país ya no es un país OCDE sino también otra economía emergente (China de nuevo).

Santiso, Javier

Economic fundamentals of the relationship

Avendaño, R.; Santiso, J.
In *China engages Latin America: Tracing the trajectory*
A. H. Hearn & J. L. León-Manríquez (eds.)
Boulder, Colo.: Lynne Rienner Publishers, 07/2011
p. 67-90

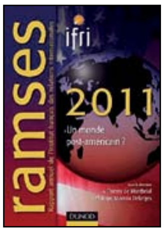


Las relaciones entre en China y América latina han experimentado un cambio muy relevante a lo largo de la década de los 2000. El gigante asiático se ha convertido en uno de los principales socios comerciales y económicos de la región. Para muchos países ya es el primer socio comercial, desbancando a Estados-Unidos y los países europeos. Con la nueva década de los 2010, China también se está convirtiendo en uno de los principales inversores directos en América latina. Este acercamiento entre ambas regiones refleja también una tendencia más general en la cual las relaciones sur-sur entre países emergentes están sobrepasando las tradicionales relaciones norte-sur entre países OCDE y países emergentes. En el futuro, el desempeño de China - comercial, financiero, político - será una de las primeras variables que influyan, positivamente o negativamente, en América latina. Este libro recoge las tendencias que se están estructurando entre China y América latina con contribuciones que abarcan desde lo económico hasta lo político pasando por la demografía y el comercio internacional.

Santiso, Javier

Ménage à trois: Les Etats-Unis, l'Europe et la Chine en Amérique latine

In *Ramses 2011: Rapport annuel mondial sur le système économique et les stratégies: Un monde post-américain?*
T. de Monbrial & P. Moreau Defarges (dirs.)
Institut français des relations internationales (Ifri)
Paris: Dunod, 09/2010
p. 274-277



La década de los 2000 estuvo marcada por un rebalanceo masivo de las relaciones económicas y financieras a favor de los mercados emergentes, una tendencia que la crisis del 2008 en los países OCDE ha ido acelerando. En este marco se han visto en particular como también las relaciones entre los países emergentes aumentaron y en particular entre Asia y América latina. China se ha convertido así en uno de los primeros socios comerciales, industriales y financieros de América latina y en particular países como Brasil, Chile, Perú, Venezuela o Argentina. El artículo revisa este auge e indaga en particular en las implicaciones que tiene para los que fueron los dos socios tradicionales del continente, Estados Unidos y Europa.

Sayeras Maspera, Josep M.

Economía

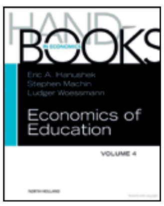
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 34-73

Este capítulo tiene como objetivo justificar la utilización de la teoría económica en la toma de decisiones diarias para conseguir, a través de una metodología altamente analítica, la optimización de las mismas, así como aportar un marco de referencia para su análisis.

Schiopu, Ioana

The political economy of education funding

Glomm, G.; Ravikumar, B.; Schiopu, I.
In *Handbook of the economics of education: Volume 4*
E. A. Hanushek, S. J. Machin & L. Woessmann (eds.)
Amsterdam: Elsevier, 08/2011
p. 615-675



In most countries, the government is the main provider of education services. Even when a private education sector exists, it is often subsidized. Given the substantial involvement of governments in the education sector and the importance of skill acquisition for individual and national welfare, understanding how societies allocate public resources for education is a crucial issue. The purpose of this chapter is to review positive models of public funding for education. Models reviewed in this chapter consist of a private layer and a political economy layer. In the private layer, firms and households make their decisions taking as given the public policies. In the political economy layer, voters or groups with conflicting interests determine the public policy, taking into account the private sector response to the policy. The questions addressed by the models in this chapter include: What is the majority preferred level of funding for public education when private options are available? How do various dimensions of household heterogeneity (e.g., income, age, ability, tastes) alter the political equilibrium? What is the level of public funding in each community when households can sort themselves into multiple communities? Why are large-scale vouchers in education so rare across the world? Why are public education expenditures as a fraction of GDP rising along the development path? The focus of this chapter is theory, but calibrated versions of the theory that rely on empirical work are also included. We also review the empirical evidence that has bearing on the theoretical models in this chapter.

Segarra Costa, Enric

Repte 12. Organització i governança

Homs, O.; Marcos Lekuona, J. I.; Segarra, E.
In *Dotze reptes per al progrés socioeconòmic de Catalunya: diàleg amb 21 experts per afrontar amb garanties el segle XXI*
Barcelona: Fundació Josep Irla, 10/2010
p. 163-180

Formes de treball i d'organització que permetin el màxim desenvolupament de les capacitats individuals i col·lectives integrades eficaçment en l'entramat socioeconòmic en el qual volen generar valor. Interaccions dels àmbits públic, privat i la societat civil que permeten acomodar interessos mutus en els vessants polític, social, econòmic i mediambiental.

Sellarés Serra, Jorge

La remuneración de los árbitros. Honrando sus honorarios

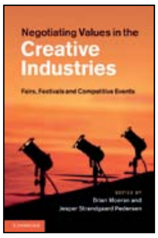
In *Arbitraje: comentarios prácticos para la empresa. Coincidiendo con la reforma de la Ley 60/2003 de Arbitraje*
M. Montañá & J. Sellarés (coords.)
Barcelona: Difusión Jurídica y Temas de Actualidad, 06/2011
p. 389-399

In legal literature on arbitration, there seems to be, surprisingly, a legal vacuum in terms of the amount of money that arbitrations can receive as fees for their services. Even if discreetly treated in each arbitration case, this issue exists. Arbitrators do not work for free, but for a fee. Three basic criteria exist for setting fees: Time spent on resolving the case, amount in dispute, and other unspecified elements, open to the arbitrator's own assessment. Institutional arbitration usually refers to time or amount. This chapter is just a teaser to spark a more serious discussion on whether arbitrators deserve the money they are paid.

Svejenova Nedeva, Silviya

Transforming film product identities: The status effects of european premier film festivals, 1996-2005

Mezias, S.; Strandgaard Pedersen, J.; Kim, J.; Svejenova, S.; Mazza, C.
In *The negotiation of values in the creative industries: Fairs, festivals and competitive events*
Edited by: B. Moeran & J. Strandgaard Pedersen
Cambridge: Cambridge University Press, 05/2011
p. 169-196



According to an ecological conception, identity inheres in expectations, assumptions, and beliefs held by sets of relatively homogeneous actors, called audiences, who can be internal or external to organizations. Although higher level, institutional processes and occasions for interaction are invoked as mechanisms by which these audiences define and enforce their preferred prescriptions, field level processes have been largely ignored in this literature. Our study addresses this gap by linking ecological identities, more specifically product identities, with field level events. We focus on a sample of films produced across the globe and premiered at the three major European film festivals, respectively Berlin, Cannes and Venice. Since premier festivals, by definition, pass judgment on films, via nominations and artistic recognition in the form of awards, prior to their release to the public, they offer an opportunity to study the effect of these field-level judgments of films as precursors to market reception.

Trullén Fernández, Jordi

Serious games and funny work: the role of humor and irony in shaping organizational culture

Montanari, F.; Bigi, N.; Battilani, G.; Trullén, J.
In *Second Conference on Rhetoric and Narratives in Management Research: Proceedings*
E. Bonet, B. Czarniawska, D. McCloskey & H. S. Jensen (eds.)
Barcelona: ESADE, 02/2011
p. 95-110

We aim therefore to investigate the effects of workplace humour as a pervasive and effective tool for socially constructing organizational culture. In order to achieve our goal, we will analyse humour from a linguistic-anthropological perspective. In particular, we will focus our attention on the role that stories about members' funny personal experiences could play in a organization's day-to-day life. We will analyze the case of a small design and the communications company located in Italy.

Vinaixa Serra, Jordi
Bieto Caubet, Eugènia
Entrepreneurship
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 451-498

La creación de un nuevo negocio puede considerarse tanto el resultado de un proceso perfectamente planificado, como un arte que requiere un "artista", el emprendedor, que encuentra una oportunidad, diseña, rediseña e implementa modelos de negocio que ayudarán a convertir en un éxito la nueva iniciativa empresarial. El presente capítulo tiene por objetivo revelar algunos de los secretos y estrategias que el emprendedor pone en funcionamiento para desarrollar su "arte".

Vives, Luis
Estrategia corporativa
In *El MBA de ESADE: todos los conocimientos para alcanzar el éxito profesional*
G. Batllori (ed.)
Barcelona: Planeta, 09/2010
p. 393-410

La estrategia corporativa se dedica a analizar la razón de ser de la empresa, las decisiones de diversificación de la misma y cómo crear valor a través de la gestión corporativa de dicha diversificación. Este capítulo resume los principales elementos de la misma.

Vives, Luis
Mendoza Mayordomo, Xavier
El proceso de multinacionalización de las empresas españolas: retos y oportunidades
In *La multinacional española ante un nuevo escenario internacional. Segundo informe anual del OEME*
Barcelona: ESADE Business School ; Madrid: Instituto Español de Comercio Exterior (ICEX), 10/2010
p. 122-165

El capítulo pretende contribuir a la mejora del conocimiento existente sobre las características del conjunto de las empresas españolas internacionalizadas, incluyendo aquellas que podemos considerar como multinacionales, empleando para ello la Base de datos del OEME -que incluye información de más de 1.600 empresas españolas internacionalizadas- y complementándola con la de otros estudios y fuentes estadísticas.

Wareham, Jonathan D.
Almirall Mezquita, Esteve
Innovation: A question of fit – the Living Labs approach
In *Service innovation yearbook 2010-2011*
European Commission. Information Society and Media Directorate-General & Open Innovation Strategy and Policy Group (eds.)
Luxembourg: Publications Office of the European Union, 12/2010
p. 24-37

In the recent years Living Labs managed to draw a significant amount of attention to both the different flavours of its methodology and to the organizations that put it into practice it. Because of that, a significant amount of effort has been diverted to its understanding. However, very little in assessing its contribution and in comparing it to existing methodologies. This work aims to cover that gap by summarizing the most common European Living Labs methodologies and positioning them in the user-contributed innovation methodology landscape. And by doing so, assess its merits and appropriateness together with policy implications.

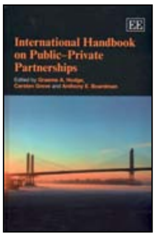
Wareham, Jonathan D.
Almirall Mezquita, Esteve
The need to innovate: Open innovation in smart cities
In *Service innovation yearbook 2010-2011*
European Commission. Information Society and Media Directorate-General & Open Innovation Strategy and Policy Group (eds.)
Luxembourg: Publications Office of the European Union, 12/2010
p. 108-111

In this article, we argued that although cities have conveyed innovation in many ways through history, city management still follows a model of provision of predefined services that don't provide an adequate path for the reinvention of cities into Smart Cities.
Open innovation can certainly provide some clues on how to address these challenges. Through this article, we discussed some of the most salient aspects of open innovation that can be applied to Innovation Management in the public sector.

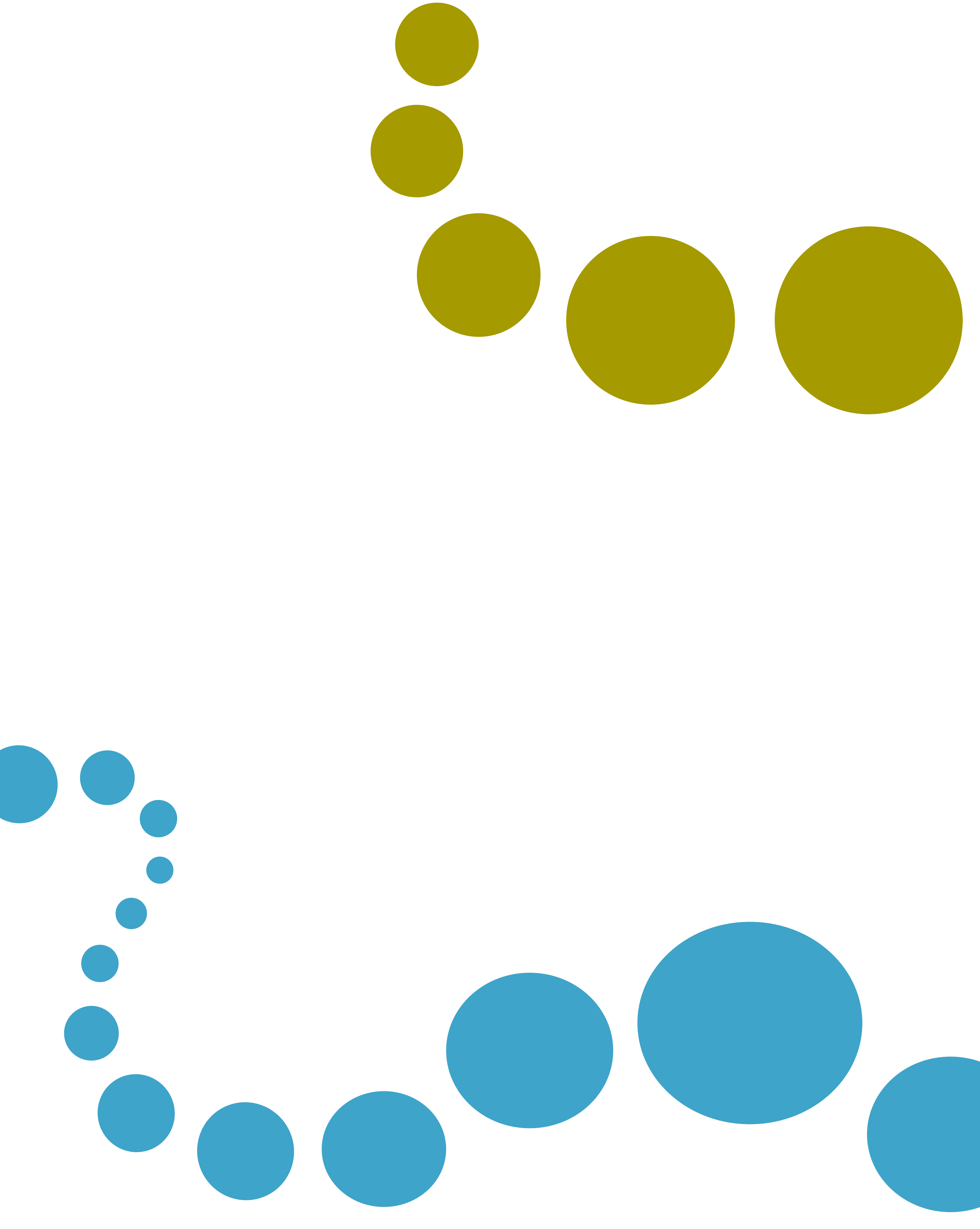
Ysa Figueras, Tamyko

Empirical PPP experiences in Europe: National variations of a global concept

Hammerschmid, G.; Ysa, T.
In *International handbook on public-private-partnerships*
G. A. Hodge, C. Greve & A. E. Boardman (eds.)
Cheltenham: Edward Elgar, 12/2010
p. 333-353



This chapter aims to provide a structured overview of the spread of public-private partnerships (PPPs) in several countries of Central, Eastern, and Southern Europe. This follows earlier research that indicated considerable institutional differences between these 3 country clusters. The focus is on the long-term infrastructure contracts form of PPPs as outlined by Hodge et al. The practice of PPPs are discussed, whereby the implementation dynamics of PPPs are mapped in various European countries with regard to policy fields and sectors, government levels, as well as types of existing PPP projects. The final section provides some insights into recent research and evaluations on PPPs to learn about the main challenges that confront PPPs within Europe.



Conference Proceedings

and congress contributions

Alemany Gil, Luisa

Deal structuring in philanthropic venture capital investments

Scarlata, M.; Alemany, L.
Joint Special Issue Conference on Law, Ethics, and Finance.
European Journal of Finance & Journal of Business Ethics
Routledge; Springer; York University
Toronto (Canada), 16/09/2010 - 18/09/2010

The philanthropic venture capital investment model is a financing option available for social enterprises that like traditional venture capital provides capital and value added services to portfolio organizations. Through spurring the sustainability of backed ventures, the philanthropic venture capital value proposition aims at maximizing the social return on the investment. This paper examines how the financing of philanthropic venture capital deal is structured and which contractual provisions are included in the financing agreement. By content analyzing a set of semi-structured interviews and thereafter surveying the entire population of philanthropic venture capital funds active in Europe and in the United States, results suggest a high use of grants as financing instrument both on aggregate level and across all stages of development of backed organizations. If the deal is financed through grants, the philanthropic venture capitalists' deal structuring appears to differ from that characterizing traditional venture capital in that no valuation is performed and no formal contractual provisions are retained by the investor. On the contrary, trust plays a key role while shaping the relationship between investor and investees, whose importance decreases when equity is used. Findings show that moral hazard issues, which typically characterize the venture capital model, are superseded by a stewardship view of the relationship between the philanthropic venture capital investor and the backed social entrepreneur.

Almirall Mezquita, Esteve
Wareham, Jonathan D.

Motives for participation in online open innovation platforms

Bakici, T. Almirall, E.; Wareham, J.
DRUID 2011
DRUID; Copenhagen Business School
Copenhagen, 15/06/2011 - 17/06/2011

The increasing need to compete on innovation, together with the prevalence of IT in our social and economic interactions has led to a globalization in the sourcing of innovation. One of the best examples of this process is the raise of on-line Open Innovation Intermediaries as both markets for innovation and a locus where innovative solutions are devised. Therefore, understanding what are the main motivations that drive the participation of people into these intermediaries is increasingly relevant. This is why this paper aims to develop an understanding on this matter with a modified version of Theory of planned behavior (TPB).

Arcalean, Calin
Schiopu, Ioana

Inequality and education funding: Theory and evidence from the US school districts

The Economics of Education - International Workshop
University of Duisburg-Essen
Duisburg, 19/06/2011 - 20/06/2011

We investigate the relationship between inequality and education funding in a model of probabilistic voting over public education spending where the private option is available. A change in inequality can have opposite effects at different income levels: higher inequality decreases public spending per student and increases enrollment in public schools in poor economies, while the opposite holds in the rich ones. A change in the tax base can also have non-monotonic effects. We also study the implications of different voting participation across income groups. The predictions of the model are supported by US school district-level data.

Arenas Vives, Daniel

Collaboration between business and NPO: Levels of engagement, planning and ethical concerns

EBEN Annual Conference 2010
Arenas, D.; Sánchez, P.; Murphy, M.
Università di Trento; European Business Ethic Network (EBEN)
Trento, 11/09/2010

The interaction between business and non-profit organizations (NPO) has been one of the fundamental factors in the incorporation of social and environmental issues in the agenda of management. In this paper, we propose a typology of relationships and forms of engagement between business and NPO which goes from lower to higher levels of collaboration taking into account the motives and purposes of the relationship as well as the processes. We also inquire whether these types of relationships are fruit of planning or deliberate strategy and we raise the question about the ethical merits of the relationships based on the integrative social contracts theory and discourse ethics. In the first part of the paper, we explore these questions conceptually, while in the second part we present four cases of relationships between business and NPO that started being confrontational and reached different levels of collaboration. The objective is not to reach generalized conclusions from these cases, but to give examples of the conceptual discussion and draw some provisional learnings. One of them is that these relationships between a particular company and an NPO were not a clear result of a deliberate strategy; rather they were instances of emergent strategies. The other learning has to do with the difficulty to judge the different moral quality of the relationships once one goes a bit deep into their stories, as we do with the four cases.

Arenas Vives, Daniel

The different paths of business-civil society interaction

Arenas, D.; Sánchez, P.; Murphy, B. M.
27th EGOS Colloquium
European Group for Organizational Studies (EGOS); University of Gothenburg. School of Business, Economics and Law
Gothenburg (Sweden), 06/07/2011 - 09/07/2011

In this paper, we first review the literature on business-civil society collaboration and identify as a gap the question about how companies and civil society groups collaborate in those cases where their relationship began with a confrontation. We also explore whether business-civil society relationships may be the fruit of emergent strategy rather than deliberate strategies. Through the analysis of four case studies, we derive four propositions regarding different paths that business-civil society interactions can follow, regarding the formation of triadic relationships rather than dyadic ones, regarding the role of third parties and the importance of emergent strategies. We conclude with some implications for further research as well as implications for practice.

Arenas Vives, Daniel

Natural environment, business ethics and future generation ethics

Arenas, D.; Rodrigo, P.
International Seminar Reason and Fairness: Foundations of Business Ethics and CSR
Universidad de Granada
Granada, 17/09/2010

This theoretical paper starts arguing that the amoral approach to environmental issues is unacceptable and a moral approach, inevitable. It then explores how the concept of a duty towards future generations can help to incorporate environmental issues in the discussion of business ethics and corporate social responsibility. By drawing a parallelism with the theme of memory, the paper distinguishes between a morality of future generations and an ethics of future generations. Finally, the authors argue that business ethics could benefit from focusing on the ethical duties (rather than the moral ones) of companies towards the descendants closest to the stakeholders with which the company works and interacts.

Arenas Vives, Daniel

Responsible business and NGOs: different paths to collaboration

Symposium on Ethics and Social Responsibility
ISCTE - Instituto Universitário de Lisboa (ISCTE-IUL)
Lisboa, 14/04/2011 - 15/04/2011

The literature on the relationship between business and civil society organizations (or nonprofit organizations, NPOs) has focused either on activism, pressure, confrontation and change, usually from an institutional theory perspective (den Hond and de Bakker, 2007). At the same time from the field of strategy, the literature has focused on the opportunities that arise from collaboration and partnerships when they go from merely philanthropic relations (Austin, 2000). This two approaches mirror the variety of options open to NPOs as a counterweight to the economic power of companies and as possible collaborators of companies as a means to reach their social or environmental goals. These options are conditioned by the history of mutual perceptions in a particular national context which can become a serious obstacle to building trust (Arenas et al., 2009). What is lacking, however, is a view that encompasses all varieties in the entire spectrum, from confrontation to collaboration and that gives an account the adaptive capacities.

Arenas Vives, Daniel
Fosse, Jeremie

Business going green: A journey of transformation towards environmental sustainability

Arenas, D.; Fosse, J.; Huc, E.
Ashridge International Research Conference: The Sustainability Challenge: Organizational Change and Transformational Vision
Ashridge Business School
Ashridge (U.K.), 10/06/2011 - 11/06/2011

Our society is currently facing an unprecedented series of crises in modern history -financial, economic, industrial and environmental crises -as a consequence of an unsustainable development model based on the mismanagement of precious and scare social, human and overall natural resources. However, crises often generate a number of opportunities. Companies with vision and leadership have the opportunity to transform their business models and work towards a more sustainable future based on natural resources efficiency, the development of innovative green products and services and the empowerment of eco-consciousness actors of the value chain. How this strategic change happens? What are the drivers and opportunities behind it? In this theoretic and field research at European scale, we have examined four companies from different size and sectors that are leading this strategic shift towards environmental sustainability, inspiring others to follow their example. We conclude that incorporating environmental sustainability within a business model is a non-linear journey which involves three interrelated phases. First, a dynamic, positive and widespread cultural change, involving all the levels in the organisation from the CEO to the line worker. Secondly, a transparent and long term collaboration with strategic external stakeholders, such as suppliers, NGO's or customers. Finally, the deployment of eco-innovative corporate policies through the whole value chain to reduce environmental footprints and booster the development of new green products and services. This research aims to contribute to understand better the drivers towards corporate environmental sustainability so that businesses can implement more efficiently the change management process.

Arenas Vives, Daniel

Business ethics and future generation ethics

Arenas, D.; Rodrigo, P.
3rd World Business Ethics Forum (WBEF)
University of Macau. Faculty of Business Administration
Macau, 27/10/2010 - 28/10/2010

This theoretical paper starts arguing that the amoral approach to environmental issues is unacceptable and a moral approach, inevitable. It then explores how the concept of a duty towards future generations can help to incorporate environmental issues in the discussion of business ethics and corporate social responsibility. By drawing a parallelism with the theme of memory, the paper distinguishes between a morality of future generations and an ethics of future generations. Finally, the authors argue that business ethics could benefit from focusing on the ethical duties (rather than the moral ones) of companies towards the descendants closest to the stakeholders with which the company works and interacts.

Arenas Vives, Daniel
Van Cranenburgh, Katinka

Faith institutions and investment: An empirical study

Louche, C.; Arenas, D.; van Cranenburgh, K.
Morals and Banking - UCSIA International Conference
University Centre Saint-Ignatius Antwerp (UCSIA)
Antwerp (Belgium), 01/12/2010 - 03/12/2010

This paper reports the results of a survey conducted among faith institutions worldwide. The objective is to investigate faith organizations' opinions on investing, their investment practices, and how they actually combine their faith with their investments. It also questions the potential impediments for matching faith beliefs and investment. This study brings insights into not only an important responsible investment (RI) player but also one of largest groups of investors in the world that can play a significant role in creating change towards sustainability through their investment practices.

Arjona Sebastià, César

Gender equality on boards of directors

Issues on Comparative Business Law
Freie Universität Berlin
Berlin, 18/01/2011

In this contribution, I analyse the empirical situation on the incorporation of women into boards of directors of public companies. I organise the contribution around the following questions: 1. What are the legal facts? The Norwegian experience. 2. What (really) happened? Secondary effects. 3. What about management? The glass celing (and the glass cliff). 4. What is the rationale behind the policy? A matter of principle.

Arjona Sebastià, César

Transnational law as an excluse. How teaching law without the state makes legal education better

Law School Seminar
Santa Clara University
Santa Clara, Calif. (U.S.), 28/02/2011

International Legal Scholars Seminar
Boston College Law School
Boston, 03/03/2011

International Legal Studies Colloquium
Georgetown University. Center for Transnational Legal Studies
London, 25/03/2011

The purpose of this essay is to argue in favour of the idea that we should consider 'transnational law' as a legitimate part of legal education, including not only state but also non-state forms of normativity. The paper is structured as follows. First, I suggest that in the face of the existing conceptual controversy around the concept of 'transnational law' we should adopt a pragmatic perspective, focusing on the uses we can make of the concept 'transnational law' for legal theory and, in particular, legal education. Then I consider the term 'transnational law' as an instance of legal pluralism, and I briefly review some legal phenomena of contemporary relevance that are non exclusively dependent on the state. Subsequently I analyse the traditional view of state-centered positivism, emphasizing the fact that it is unable to cope with legal pluralism. I compare the situation in legal studies with the broader field of social and political theory, showing how the dogma that lawyers hold so dear has been devastatingly criticised in other fields of knowledge. Finally I summarise the reasons why, in my view, the acceptance of 'transnational law' will improve legal education. These reasons have to do both with understanding the world and with making the world a better place.

Arjona Sebastià, César

Transnational legal studies: World wide studies. Higher education for international students and international instructors

Congreso sobre la Internacionalización de la Educación Superior en Derecho
Universidad de Castilla-La Mancha. Facultad de Ciencias Jurídicas y Sociales
Toledo, 15/06/2011

In this presentation, I introduce the Center for Transnational Legal Studies as a successful experiment in the field of transnational legal education. On the one hand, I deal with the main institutional features of the center, emphasising the fact that it is a partnership among different universities from around the world, rather than a single university hosting a transnational program. On the other hand, I describe the daily experience of students and professors in-residence at the CTLS, both in terms of in-class experience and other academic activities, and in terms of social interaction.

Bisbe Viñas, Josep

The role of management accounting and control systems as antecedents of organizational creativity and innovation competencies

Malagueño, R.; Bisbe, J.
7th Conference on New Directions in Management Accounting
European Institute for Advanced Studies in Management (EIASM)
Brussels, 15/12/2010 - 17/12/2010

This paper examines the extent to which the use of management accounting and control systems influences the development of organizational capabilities in innovation settings. More specifically, this research examines the cultural, interactive and diagnostic control systems in firma that follow conservative and entrepreneurial strategies to test their effects as antecedents of organizational creativity and capabilities that could explain the ability of an organization to convert invention into product innovation. Using survey data collected from 124 medium and large Spanish companies, we find evidence supporting the interchangeable role of interactive and cultural forms of control to develop different capabilities as companies pursue different strategies.

Bisbe Viñas, Josep

The role of management control systems in the development of creativity and conversion ability

Bisbe, J.; Malagueño, R.
Debating the Links between Creativity and Control
Accounting, Organizations and Society; IESE; SDA Bocconi School of Management
Barcelona, 04/04/2011 – 05/04/2011

This paper examines the influence of Management Accounting and Control Systems on the development of some key organizational capabilities related to innovation processes. More specifically, this research examines the associations between different forms of control (cultural controls, interactive controls, diagnostic controls) and the capabilities required in the creativity and conversion ability stages of the innovation process. We examine these associations separately for entrepreneurial and conservative firms. Using survey data collected from 120 medium and large Spanish companies, we find evidence supporting that each form of control within the control package has different influences on the different stages of the innovation process and that the significance and direction of these influences varies between entrepreneurial and conservative firms. By associating specific forms of control within the control package with specific components or stages of the innovation process, our results highlight the simultaneous complementarities and supplementarities between specific forms of control.

Bonache Pérez, Jaime Alfonso

Are human resource management principles internationally valid? A multi-country comparative analysis of the effects of high performance work on firm outcomes

Stirpe, L.; Bonache, J.; Zárraga Oberty, C.
ICERI 2010: International Conference of Education, Research and Innovation
International Association for Technology, Education and Development (IATED)
Madrid, 15/11/2010 - 17/11/2010

It is widely acknowledged that firms' employees and systems of Human Resource Management (HRM) practices used to manage them are critical for organizational success. Those sets of practices associated with so called High Performance Work Systems (HPWS) have shown to be highly effective for the improvement of firm performance. The term HPWS refers to a philosophy or (which is the same) a set of principles of HRM that emphasizes the use of management practices providing employees with the skills, motivation and latitude resulting in a workforce which is a source of competitive advantage (Huselid, 1995). Examples of high performance HR practices would include careful selection, performance evaluation, group incentives, extensive training, flexible job design, teamwork and information sharing. By virtue of the positive impact that HPWS have proved to produce on several firm outcomes (e.g. workforce turnover, productivity, profitability).

Bonache Pérez, Jaime Alfonso

Sistemas de trabajo de alto desempeño, absentismo y rentabilidad: un análisis comparativo entre cuatro países

Stirpe, L.; Bonache Pérez, J. A.; Zárraga Oberty, C.
XXI Jornadas Hispano-Lusas de Gestión Científica
ETEA; Universidad de Sevilla; Institución Universitaria de la Compañía de Jesús; Universidade da Beira Interior
Córdoba, 02/02/2011 - 04/02/2011

En este trabajo se presenta una comparativa internacional de los efectos de los *sistemas de trabajo de alto desempeño* (STAD) sobre los resultados empresariales. En particular, con datos procedentes de la encuesta internacional *Cranet 2005*, se analiza con carácter exploratorio su impacto sobre dos indicadores de rendimiento (i.e. absentismo y rentabilidad) de empresas que operan en cuatro países (i.e. Alemania, España, Grecia y Reino Unido). Los resultados obtenidos sugieren que los STAD "viajan" bien de un contexto nacional a otro, al constituir unos principios de gestión de personas igualmente eficientes en cualquiera de ellos tal y como se juzga por sus efectos sobre el absentismo y la rentabilidad de las empresas.

Brinckmann, Jan

A meta-analysis on organizational and environmental factors impacting the top management team diversity-performance relationship

Brinckmann, J.; Grichnik, D.; Eichinger, F.
Strategic Management Society Conference
Strategic Management Society
Rome, 12/09/2010 - 15/09/2010

Management scholars engage in an intense debate about the diversity-performance relationship in top management teams. Prior empirical findings have been disjoint and conflicting. This study contributes insights to the top management team diversity-firm performance controversy following an evidence-based research approach. Our meta-analysis specifically focuses on contextual factors moderating the diversity-performance relationship. Results indicate that a diverse top management team is advantageous, especially in regards to job-related diversity measures. Yet, contextual factors such as smallness of the firm, newness of the firms and the cultural context significantly impact the relationship.

Busquets Carretero, Xavier
Rodón Mòdol, Joan
Vera Vinardell, Lluís

Santander acquires Abbey: The Jack project

International Conference on Information Systems (ICIS) 2010
Association of Information Systems (AIS)
Saint Louis, Mo. (U.S.), 12/12/2010 - 15/12/2010

The case 'Santander Acquires Abbey: The Jack Project' examines the managerial decision-making process in 2004 prior to the acquisition of Abbey. The primary argument highlights how the strategic management of information systems is a 'core competence' within the Santander's growth strategy based on mergers and acquisitions (M&A). Students are asked to put themselves in the position of José María Fuster (CIO Grupo Santander). Their first task is to assess the information technology (IT) strategies of Santander and Abbey, and understand their value and roles. The second task is to explore the differences between 'customer-centric' and 'product centric' IT platforms and their alignment with business and growth strategies. As a final task, students are asked to assess how this merger could be performed by leveraging the IT capacity that Grupo Santander had developed for the acquisition - despite the doubts expressed about its feasibility by financial analysts. The case was written for general management programs, as well as MBA and executive MBA degree courses in information systems strategy.

Cano Giner, Josep Lluís
Sayeras Maspera, Josep M.

Grupo Torres

2010 Annual Meeting NACRA
North American Case Research Association (NACRA)
Gatlinburg, Tenn. (U.S.), 28/10/2010 - 30/10/2010

Grupo Torres had set aside economic resources for information systems capable of handling the complexity of its business, but, so far, the results had not been entirely satisfactory. After several failed attempts from the President's Office, the decision was taken to rethink the project. A new alternative had been considered: this was compared with what had been used up till then and the new proposal was finally chosen. The person who was to lead the system changeover was Paco López, the group's Administration and Systems Manager. Paco's team had already studied and defined the project, but Paco still had reservations. He had been asked personally by the President, Miguel A. Torres, to ensure that the project reached successful completion.

Carpi Martín, Rebeca

Organización interuniversitaria e innovación docente en el Máster universitario en investigación en ciencias jurídicas

Ibáñez Jiménez, J.; Carpi, R.; Herbosa Martínez, I.
Jornadas Interuniversitarias de Innovación Docente 2011
Universitat Ramon Llull; Universidad Pontificia de Comillas; Universidad de Deusto Blanquerna Tecnologia i Serveis
Barcelona, 16/06/2011 - 17/06/2011

Comunicación que presenta una experiencia innovadora en el ámbito de la docencia interuniversitaria, materializada en el Máster de Investigación en Ciencias Jurídicas que imparten conjuntamente ESADE, Deusto e ICADE. Exposición de una parte de las características generales del programa como oferta compartida por tres universidades y, de otra, de las herramientas tecnológicas que han posibilitado la docencia virtual de una parte importante del Máster.

Carpi Martín, Rebeca
Maranges Bayó, Jaume

Una visión sintética del SUD

V Congreso Universidad y Cooperación al Desarrollo
Universidad de Cádiz
Cádiz, 06/04/2011 - 08/04/2011

La comunicación-póster ofrece una visión sintética del SUD (Servicio Universitario para el Desarrollo), como herramienta formativa que las facultades universitarias de ESADE (Universitat Ramón Llull) ofrecen a sus estudiantes. Se muestra una imagen global de la experiencia formativa que viven los estudiantes que realizan este programa incluyendo, como punto esencial de la misma, una síntesis de las reflexiones personales que los alumnos participantes han plasmado en sus memorias finales, que ponen de relieven, según creemos, que a través del programa se logra generar o fortalecer en los estudiantes participantes la convicción de que la erradicación de los desequilibrios que generan la disyuntiva “países empobrecidos (habitualmente llamados “en vías de desarrollo”)/países enriquecidos (habitualmente llamados “desarrollados”)” pasa necesariamente por un cambio estructural de las sociedades desarrolladas y el modo de vida que generan y pretenden trasladar a los primeros. Dicho cambio integral necesita, a su vez, de la transformación vital de cada individuo y, especialmente, de aquellos profesionales que desarrollan labores estratégicas por su influencia en alguno de los núcleos de poder dentro de un estado: al hablar de núcleos de poder nos referimos tanto a poderes formales dentro del estado como a poderes fácticos, lo que incluye, entre otros, a los profesionales del ámbito económico, político, jurídico y de la comunicación.

Collet, François
Vives, Luis

From preeminence to prominence: The fall of North American business schools and the rise European and Asian business schools

2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

This paper challenges the established view that business school rankings are very stable over time. Our analysis reveals significant regional shifts with a marked decline in the position of North American Schools and a simultaneous rise of European and Asian Schools. We explain this ascent by the concurrent rise of the demand for MBA graduates in Europe, a stagnant level of internationalization of U.S. business schools and the institutional work of European business schools to increase their legitimacy. We find that similar dynamics are at work in Asia. We contribute to debates on management education by: (a) challenging the view that rankings are highly stable structures (b) showing that the destiny of a business school is largely tied to the legitimacy of business education in its home region; (c) elucidating interdependencies across regions; (d) outlining factors that may influence the future of business schools and rankings.

Correa Delcasso, Juan Pablo
Duplá Marín, María Teresa
Enzler Fandos, Sandra

El abogado frente a la mediación y el arbitraje como soluciones alternativas a la resolución de conflictos

Congreso UNIJES 2011
Universidad Pontificia Comillas. Instituto Católico de Administración y Dirección de Empresas (ICADE)
Madrid, 27/06/2011 - 29/06/2011

En la ponencia se expuso el rol del abogado frente a algunos de los medios alternativos de resolución de conflictos.

Dolan, Simon

Coaching by value: The leadership spirituality connection

Dolan, S.; Solouki, Z.
Inaugural Conference Spirituality & Management: strangers no more?
Vienna University of Economics and Business
Vienna, 09/12/2010 - 10/12/2010

Today leaders ask themselves “who am I” and also “what am I to do.” Decades ago leadership depended more upon secular power, but now leadership depends more upon values. Whereas values were once considered by business leaders as ‘too soft’ to be included in any serious approach to management, they have now become a central part of organizational strategy. The concept of Managing and coaching by Values is fast becoming the principal driver for reengineering a sustainable and competitive culture (Dolan et al, 2006). A new transcendent Spiritual leadership is arising from a philosophical commitment and expressed in actions appealing to diverse cultural environments (Solouki and Dolan, 2010). Value Based Leadership, can include 4 axes: economic-pragmatic leadership, Ethical-Social leadership, Emotional-energetic leadership, and Spirituality Leadership. These four axes in Leadership offer the opportunity for a holistic view of leadership. In this paper we argue that coaching by leaders and adapting a managing by values philosophy can be perhaps the only remedy for achieving excellence, as this represents a framework for ongoing renewal of corporate culture, and is critical for inspiring a collective commitment to the organization and its outcomes (Dolan, 2010). The proposed paper will explain why leaders should incorporate spiritual axis into the already known tri-axial model of leadership (Pragmatic, ethical and emotional). Albeit the difficulties to define spiritual leadership, we will try to show how it differentiate from Emotional dimension. While the latter focuses more on the feelings, attitudes, and traits as part of a culture, spiritual values would focus on people at another level, where they create the significance of their being. Unlike other values, spiritual values need not always have the characteristics of instrumentality. A new framework for effective leadership in the XXI century where instrumental values are blended with spiritual values will be proposed.

Dolan, Simon

Exploring the multiple linkages between the metabolic syndrome and stress: An empirical analysis of the relationships between stress, health, and metabolic syndrome among Catalan nurses

Moodie, S.; Dolan, S.; Arsenault, A.
First International Conference on Prehypertension and Cardio Metabolic Syndrome (PreHT)
Prehypertension and Cardio Metabolic Syndrome Conference
Vienna, 24/02/2011 - 27/02/2011

This paper presents an empirical psychometric study examining the relationships between personal and organizational factors, stress, physical and mental health and long-term cardiovascular risk. A num-

ber of innovative approaches were designed and tested to reliably measure, either directly or by proxy, a range of affective states, physical and mental health conditions, and complex composite diagnostic measures such as Metabolic Syndrome (MS).
The objective of the study was to evaluate the way in which personal characteristics and organizational conditions contribute to stress and both short-term and long-term health. By analyzing the complex relationships and feedback effects of physical and mental health, it is possible to gain a better understanding of the effects of working conditions and stress climate on long-term health. At its core, this study was designed to be a stepping stone to bridge the fields of organizational behavior and occupational health psychology with the prominent medical research dealing with long-term cardiovascular risk. The end goal is a more accurate understanding of the influence that personal and work factors have in regard to cardiovascular health in order to design effective workplace and lifestyle interventions.
The methods employed in this study included surveys completed by 1709 nurses working in the Catalunya province of Spain. The questionnaire included personal lifestyle factors, work conditions and attitudes, stress and burnout, and a physiological assessment of physical and mental health, somatic complaints, and a detailed list of medication usage. A number of innovative approaches were used to assess risk including a proxy measure for MS based on BMI, blood pressure, and medications for cholesterol and diabetes.
Preliminary findings indicate that the proxy measure for MS was reliably linked to the self-reported measures of physical health. MS was found to moderate the effects of physical health on the usage of mental health medication and on somatic health complaints. Findings also revealed a complex relationship between burnout, physical health, and MS. Some direct effects were noted between burnout and MS and indirect effects were noted through lifestyle factors such as exercise and spousal support and organizational factors such as colleague support and job involvement and absenteeism.
The primary conclusions confirmed the feasible of measuring cardiovascular risk in psychometric studies by use of proxy measures to study lifestyle and work factors that contribute to these risks. Initial findings are presented as well as suggestions for refinement of the approach for future studies.

Dolan, Simon

Are B-schools doing their job?

Dolan, S.; Fried, Y.; Vrontis, D.; Weber, Y.
3rd Annual EuroMed Conference
EuroMed Research Business Institute (EMRBI)
Nicosia (Cyprus), 04/11/2010 - 05/11/2010

The purpose of this highly interactive and innovative symposium is to discuss some questions and seek for answers that may effectively be translated into the future schools' BA and MBA curriculum, thereby transforming not only the programs but also the ways the schools interact with program participants. Business schools claim to prepare future managers and leaders to deal with the complex environment and decisions that businesses face. However, growing criticism suggests that business schools are not doing their job properly. For example, Mintzberg claims that conventional MBA programs train the wrong people in the wrong ways with the wrong consequences. We would like to discuss different perspectives regarding: a) How academic programs can add real value in business? b) What business leaders think about higher education in business? c) In which areas should business schools focus (for example, soft skills, globalization and multicultural competences, corporate governance, ethics, green economy, etc.) in their BA and MBA programs? d) Are criteria for students' admission important? e) How teaching/training should be changed to meet future challenges?

Dumitrescu, Ariadna

Corporate governance and market liquidity

Conference IDEA20years
Universitat Autònoma de Barcelona (UAB)
11/06/2011

In this paper we analyze how corporate governance affects the performance of financial markets. We model the interaction between a firm's manager and its shareholders, and highlight the role played by the dividend report in information revelation and information transmission. This analysis permits us to identify three channels through which the dividend payment decision affects the liquidation value of the firm and market performance: the dividend voluntarily paid; the profits seized by shareholders in case of intervention; and the price set by the market maker. We find that corporate governance affects market liquidity: higher monitoring costs, lower ownership concentration, effective disclosure regulation and effective shareholder protection, all lead to higher market liquidity.

Dumitrescu, Ariadna

Corporate governance and market liquidity

European Finance Association Annual Meeting
Stockholm School of Economics; European Finance Association (EFA); Institute for Financial Research; Ohio State University
Stockholm (Sweden), 17/08/2011 - 20/08/2011

In this paper we analyze how corporate governance affects the performance of financial markets. We model the interaction between a firm's manager and its shareholders, and highlight the role played by the dividend report in information revelation and information transmission. This analysis permits us to identify three channels through which the dividend payment decision affects the liquidation value of the firm and market performance: the dividend voluntarily paid; the profits seized by shareholders in case of intervention; and the price set by the market maker. We find that corporate governance affects market liquidity: higher monitoring costs, lower ownership concentration, effective disclosure regulation and effective shareholder protection, all lead to higher market liquidity.

Duplá Marín, María Teresa

La realidad plurilegislativa y multicultural española: la actual regulación de la mediación familiar como ejemplo de la misma

II Encuentro Hispano-Polaco: Las sociedades abiertas y los sistemas abiertos en la Roma antigua
Universitat Jaume I de Castelló. Facultat de Ciències Jurídiques i Econòmiques
Castellón, 13/06/2011

En la ponencia se expuso la realidad plurilegislativa actual de la mediación familiar.

Forte Arcos, Santiago
Lovreta, Lidija

Pseudo maximum likelihood estimation of structural credit risk models with exogenous default barrier

XVIII Foro de Finanzas
Asociación Española de Finanzas (AEFIN)
Elche, Alicante, 18/11/2010 - 19/11/2010

In this paper we propose a novel approach to the estimation of structural credit risk models with exogenous default barrier. The method consists of an iterative algorithm which, on the basis of the log-likelihood function for the time series of equity prices, provides pseudo maximum likelihood (ML) estimates of the default barrier and of the value, volatility, and expected return on the firm's assets. We demonstrate empirically that, contrary to the standard ML approach, the proposed method ensures that the default barrier always falls within reasonable bounds. Moreover, theoretical credit spreads based on pseudo ML estimates offer the lowest credit default swap pricing errors when compared to the options that are usually considered when determining the default barrier: standard ML estimate, endogenous value, KMV's default point, and principal value of debt.

Franch Bullich, Josep
Montaña Matosas, Jordi

FC Barcelona: More than just a club

2010 Annual Meeting NACRA
North American Case Research Association (NACRA)
Gatlinburg, Tenn. (U.S.), 28/10/2010 - 30/10/2010

FC Barcelona (Football Club Barcelona) is one of the most famous and richest football clubs in the world, with more than a hundred years of history. The club's business model has undergone important changes over the last 25 years, as has occurred with the entire football industry. Football has become an entertainment industry on its own, some years ago operating only locally and now globally. Today, football clubs are competing not only to win titles on the playing field but also to win market share, have more customers and generate higher profits by implementing different corporate and marketing strategies. Within this context, a major challenge for FC Barcelona marketing managers is how to expand globally, entering and growing in markets like North America or Asia, with high growth potential but where football is not the most popular sport. In addition, the main issue is how the FC Barcelona brand and its values can be made to appeal to those markets.

Giménez Thomsen, Cristina

Assessment or collaboration? An empirical study on Green Supply Chain Management

Tachizawa, E.; Giménez, C.; Montes-Sancho, M. J.
18th International Annual EurOMA Conference
European Operations Management Association (EurOMA)
Cambridge (U.K.), 03/07/2011 - 06/07/2011

Green Supply Chain Management (GSCM) is an increasingly important topic in Operations Management research, as evidenced by recently published papers in top journals (e.g. Zhu et al., 2008; Vachon and Klassen, 2008). However, partly due to the lack of consensus in the literature, researchers continue to struggle with identifying a clear, unified framework for Green Supply Chain Practices (Vachon and Klassen, 2006). In this paper, we posit the idea that these GSCM practices can be combined to form diverse strategies, more specifically, the following research questions are proposed: (1) How do firms combine managerial practices to form GSCM strategies? (2) Which are the variables that affect that decision? (3) Which are the results of the different GSCM strategies? Using cluster analysis, we identified three main GSCM strategies, which were contrasted using environmental drivers, context and performance variables.

Giménez Thomsen, Cristina
Sierra Olivera, Vicenta
Rodón Mòdol, Joan

Sustainable operations: The impact of environmental and social practices

18th International Annual EurOMA Conference
European Operations Management Association (EurOMA)
Cambridge (U.K.), 03/07/2011 - 06/07/2011

Understanding the effects of environmentally-friendly production systems and socially-oriented practices on environmental, social and economic performance is essential, and this is the aim of this study. A structural model explaining environmental, social and economic performance was analysed with SmartPLS 2.0 using data collected among Spanish firms. The results suggest that the implementation of environmental and social practices pays off in terms of impact on the triple bottom line (environmental, social and economic performance).

Giménez Thomsen, Cristina
Sierra Olivera, Vicenta
Rodón Mòdol, Joan

Sustainability through supply chain management

EBEN annual conference 2010
European Business Ethics Network (EBEN)
Trento, 09/09/2010 - 11/09/2010

The purpose of this study is to understand the impact of environmental and social practices on the triple bottom line. By analysing the impact of internal and supply chain (external) practices on the environmental, social and economic performance we contribute to the literature on sustainable operations and supply chain management. More specifically, the present study extends the existing literature (1) by considering environmental and social practices in the same study, and (2) analysing the impact of these practices on the triple bottom line. The data used were obtained from the fifth round (2009) of the International Manufacturing Strategy Survey (IMSS), which includes responses from firms within the assembly industry (ISIC 28-35 classification) in 19 countries. The findings suggest that internal environmental programs have a positive impact on the three components of the triple bottom line, whereas the internal social programs have a positive impact on only two components: social and environmental performance. It seems that firms still need to realise positive financial gains from this process. Finally, regarding the external or supply chain practices, our results show that supply chain assessment has no impact on the triple bottom line whereas supply chain collaboration contributes to improve all three pillars.

Giménez Thomsen, Cristina
Wiengarten, Frank

Assessing the influence of information sharing and information quality on customer integration

Chávez, R.; Giménez, Cristina; Fynes, B.; Wiengarten, F.
18th International Annual EurOMA Conference
European Operations Management Association (EurOMA)
Cambridge (U.K.), 03/07/2011 - 06/07/2011

Information sharing has been treated as one component of the overall supply chain integration strategy, with most of the research overlooking its individual impact. Furthermore, studies investigating the value of information sharing practices have produced mixed results, which may be associated to contingency factors. Finally, few papers have analysed these information mechanisms from the supplier's view. This paper contributes to the supply chain management literature by testing the individual impact of information sharing practices on customer integration using the supplier's perspective, and by developing the contingency view in the area. The relationships between the constructs are analysed through regression analysis.

Giménez Thomsen, Cristina
Wiengarten, Frank

Exploring the relationship between information sharing, information quality and customer integration: A contingency perspective

Chávez, R.; ; Fynes, B.; Giménez, C.; Wiengarten, F.
22nd Annual POMS Conference
Production and Operations Management Society (POMS)
Reno, Nev. (U.S.)., 29/04/2011 - 02/05/2011

Customer integration is a fundamental principle of supply chain management, which is closely related to information sharing. However, there is little empirical research that draws linkages between these constructs. Furthermore, while information sharing offers great potential for customer integration, recent empirical evidence suggests that more information does not necessarily imply more value. Research should focus on contextual aspects and couple them with information sharing practices. More specifically, research should look at the quality of information as well. We address these gaps in the literature through the following research questions: 1) To what extent do information sharing and information quality impact upon customer integration, 2) To what extent is the relationship between information sharing and customer integration contingent upon information quality. The data was obtained through a survey of 228 manufacturing companies in the Republic of Ireland, and the data analysed using ordinary least square regression analyses.

Ginés Castellet, Núria

Enriquecimiento injustificado y contrato: ¿El equilibrio de prestaciones como exigencia de un principio de justicia contractual?

Congreso Nuevas Perspectivas del Derecho Contractual
Universitat Rovira i Virgili
Tarragona, 06/10/2010 - 07/10/2010

En esta comunicación, y en un contexto de reflexión abierta sobre las nuevas perspectivas del derecho de contratos a nivel europeo y a nivel local (futuro libro VI del Codi civil de Catalunya), se ha tratado de analizar el papel que pueden desempeñar nociones tales como equivalencia de prestaciones, enriquecimiento injusto, lesión y justicia contractual.

Grau Sarabia, Mónica
Vedina, Rebekka
Dolan, Simon

Gender differences in congruence between personal and organizational values

3rd Annual EuroMed Conference
EuroMed Research Business Institute (EMRBI)
Nicosia (Cyprus), 04/11/2010 - 05/11/2010

Values function as a predisposition for relatively permanent behavior. People who share similar values will most likely exhibit similar behavior in given context and situations. Shared values constitute the spirit and the culture of the firm. Recent studies propose that the actual model of "howthings are done" i.e. organisational culture) is dominated by masculine related values rather feminine values.
The objective of the paper is to find out whether there are differences in value congruence between employees' personal values and organizational values across genders. Based on concepts borrowed from the literature on positive organizational psychology/behaviour, the study collected data from a sample of 45 people, 25 women and 20 men, from a Vall d'Hebron University Hospital in the Catalunya region of Spain. The respondents were asked to estimate the importance of values separately in their personal life and for their organization. We use the differences between the estimations of personal values and the perception of organizational values as a proxy for value congruence.
Albeit the small sample size, the study attempt to analyse to intragroup values similarities and intergroup values differences to explore any significant gender value differences. Since men are more likely to share their personal values with those of the organisation in which they take part, it is expected to find higher value congruence among the group of men than for the group of female.

Iglesias Bedós, Oriol

Internal branding: Exploring the literature to develop an integrated model

Saleem, F.; Iglesias, O.
1st International Colloquium on Corporate Branding, Identity, Image and Reputation (COBIIR)
School of Management and Law (ZHAW)
Zurich (Switzerland), 15/02/2011 - 16/02/2011

Changes in the purpose of the brand, the role of the customer, and the value creation process have led to a paradigm shift in brand management. Crucial to the shift is the increasing importance of the service component handled by employees. Corporate brands place heavy emphasis on front line employees in projecting a consistent image and corporate brand experience to all stakeholders. By not emphasizing internal branding, corporate brands are at a risk of projecting a conflicting image leading to mistrust in the brand. Therefore, frontline employees, specifically brand champions, appear as key players in providing brand experience in line with brand values. As such, the puzzle is how to align employee behavior with brand values in order to deliver the brand promise distinctly and consistently. A dearth of literature exists on internal branding, much of which takes a fragmented, and somewhat inconsistent approach. In order to further the field of internal branding, this paper combines the current literature to develop an integrated model of internal branding by taking into consideration the components of internal branding, and the resulting desired attitudinal and behavioral outcomes. In addition, the paper proposes a suitable definition of internal branding to facilitate the progress of future research in this field.

Iglesias Bedós, Oriol

Virtual internal brand communities: Exploring the types, motivations and outcomes

Saleem, F.; Iglesias, O.
7th Global Brand Conference of the AM's Brand, Corporate Identity and Reputation SIG
Academy of Marketing Brand. Corporate Identity and Reputation SIG; University of Oxford Saïd Business School
Oxford (U.K.), 05/04/2011 - 07/04/2011

Recently, emphasis has been placed on internally branding employees to facilitate the consistent delivery of brand promise to stakeholders. The literature covers parts of internal branding; however internal brand communities have received little attention. This paper creates a typology of virtual internal brand communities (VIBC), and explores employees' motivations to join VIBCs, and the consequent attitudinal and behavioural outcomes. The authors use case study methodology including in-depth interviews, and netography, in a global airline brand. This study addresses a gap in the literature, and is relevant to current practice, especially in a global environment with dispersed employees.

Lecuna Bueno, Antonio

Public sector reforms in Venezuela

6th International Conference on Accounting, Auditing and Management in Public Sector Reforms
Copenhagen Business School; European Institute for Advanced Studies in Management (EIASM)
Copenhagen, 01/09/2010 - 03/09/2010

The ten year anniversary of the chavismo popular movement rise to power in 2009 consolidated the tendency in Latin America to elect socially responsible governments with deep pockets and an inflammatory discourse that has polarised the political landscape beyond reconcilable boundaries. Up to date, the growing list of nations with leftwing popular Presidents ads up to at least nine Latin American countries. The defining characteristics of the so-called neopopulism in Latin America are wealth redistribution, community participation, and regional integration; combined with a strong nationalistic ideology to dictate its own political and economic path without USA intervention, or at least to be free from the onerous terms set by international organisations. However, starting with chavismo in Venezuela, Latin American leftwing governments have so far not lived up to their potential, since the 'bad' results are clearly overshadowing the 'good' intentions. In spite of this inevitable bumpy start, Latin American popular movements could end up playing a pivotal role in political history; but only if the regional integration principals institutionalises into an independent phenomenon, more significant than the founding leaders confrontational government style.

Lecuna Bueno, Antonio

Why is flawed decentralisation generating corruption in Venezuela?

27th EGOS Colloquium
European Group for Organizational Studies (EGOS); University of Gothenburg. School of Business, Economics and Law
Gothenburg (Sweden), 06/07/2011 - 09/07/2011

This multiple case study focuses on the following four factors, all related to flawed decentralization, that increase bureaucratic corruption and mismanagement at local levels of government in Venezuela: (1) municipal atomization, i.e., excessive numbers of local government units; (2) increasing local bureaucracy as measured by public salaries and number of bureaucrats; (3) vertical fiscal imbalances, namely the lack of revenue autonomy; and (4) the creation of community councils, which introduce new tiers of undemocratic, dependent governments. To address these relevant issues, two viable decentralization-related policies would consolidate poor and unpopulated units into more autonomous governments, and allow more flexible changes to the rate of at least one important local tax.

Maak, Thomas
Pless, Nicola

Beyond human resource management

Ethics & HRM Paper Development Workshop
European Academy of Business in Society (EABIS); Monash University. Business and Economics
London, 11/04/2011 - 12/04/2011

The purpose of this paper is to tackle the paradigmatic challenge as it ties into the understanding of managing people and thus the human factor in organizations by developing an integrative, inherently humanistic and thus non-instrumental understanding of Human Resource Management (HRM). Consequently, we argue in the first part of the paper that responsible and ethical business practice starts with management that puts people as human beings at the center (Neuberger, 1990; Pfeffer, 1998) and treats them as ends in themselves rather than means to an end or, as the traditional term suggests, as a mere human resource. In this sense we plead for an understanding of people management as "human relations" instead of "human resources" (Miles, 1965) and propose a relational instead of an instrumental approach of managing employee relations. In the second part of the paper we develop the fundamentals of a humanistic understanding of people management drawing on ethics of care (Gilligan, 1982) and ethics of recognition (Honneth, 1996). We argue that this paradigm shift requires to rethink the underlying "Menschenbild" of HRM and to define guiding ethical principles (such as recognition, compassion, respect and care) which culminate in the REACH model of a principled-driven HRM. REACH stands for roles (of responsible HR practitioners), ethics, accountability, care and humanistic values. In the third part of the paper we will demonstrate how these principles aligned with organizational values can be translated into HR systems, processes and instruments. We conclude this paper by stressing that managing people should be seen as a cultural development process with the larger objective of creating a responsible business and leadership culture.

Martínez-Ribes, Lluís

Retail innovation learnings from Aqui é case

16th Conference of the European Association for Education and Research in the Commercial Distribution (EAERCD)
European Association for Education and Research in the Commercial Distribution (EAERCD)
Parma, 30/06/2011 - 01/07/2011

El *paper* presenta aprendizajes importantes sobre la forma de innovar en *retail*, en base al caso Aqui é, un supermercado gallego basado en la filosofía de lo contemporáneo. Esta tienda quedó entre las seis más innovadoras del mundo en los premios mundiales de innovación en retail en 2009. La tienda fue ideada por el autor y su equipo, con la ayuda de Paulina Salazar.

Moll Mendoza, Isa
Montaña Matosas, Jordi

Role of design on brand building. Evaluating design dimensions of branding elements, managers and design experts reactions

Moll, I.; Francisco, E.; Montaña, J.
7th Global Brand Conference of the AM's Brand Corporate Identity and Reputation SIG
Academy of Marketing Brand, Corporate Identity and Reputation SIG; University of Oxford. Saïd Business School
Oxford (U.K.), 04/04/2011 - 06/04/2011

The main objective of this study is to define what means a good design, how it can be measured and reflect brand identity as a key aspect of branding strategy. According to this, web, logo and product design were measured considering three dimensions: credibility, expressivity and functionality. The methodological design was defined by a quantitative approach with 58 Spanish companies considering small and medium segments from variety industries. The results offer insights about what mostly affects a good design and also reveal critical differences about managers and design experts perceptions. Authors also advise research limitations and future developments.

Montaña Matosas, Jordi
Moll Mendoza, Isa

Estrategias empresariales basadas en el concepto 'diseño para todos' como ventaja competitiva. El caso de estudio 'FGC, unos ferrocarriles para todos'

International Marketing Conference
ESCP Europe
París, 20/01/2011 - 22/01/2011

Diversity is an inherent characteristic to human condition. It's expressed in terms of age, cultural and religious habits, illnesses, sexual orientation, etc., factors that can reduce the accessibility of potential clients and users to specific offers. The recognition of this reality and its consideration when defining and developing business strategies maximize the business impact over its target. This is the focus of concepts like design for all, universal design and inclusive design. The research proposes an analysis methodology that can help managers to incorporate this strategic approach to the company. It also shows as example a successful case study that offers interesting lessons.

Montaña Matosas, Jordi
Moll Mendoza, Isa

Multiple dimensions of brand identification. Exploring new links among consumer and brands

Francisco, E.; Montaña, J.; Moll, I.
7th Global Brand Conference of the AM's Brand Corporate Identity and Reputation SIG
Academy of Marketing
Oxford (U.K), 04/04/2011 - 06/04/2011

The objective of this study is to explore new links among consumer and brands though brand identification dimensions, supported by Social Identity Theory and by Self-Congruity Theory. The methodological design was defined by tree steps in order to test the measurement model. 780 people were investigated in the last step about four brands in the Brazilian automobile industry. Major findings reveal four dimensions of brand identification: cognitive, affective, evaluative and behavioral, supported by a second order factor analysis, and emphasizes its importance to brand preference. These findings suggest company advantages when consumers are able to identify themselves with a brand.

Oroval Planas, Josep M.

Brand and reputation building through persuasive stakeholders management

15th International Conference on Corporate Reputation, Brand, Identity and Competitiveness
Reputation Institute
New Orleans, 18/05/2011 - 20/05/2011

The case we are presenting shows how a strategy based only on efficiency may interest the shareholders in the short term but has negative effects on customers and employees. While taking into account the interest, demands and expectations of customers and employees is a more sustainable strategy for the company. The case also shows that shareholders can be persuaded that such a sustainable strategy may be also more profitable for them in the long term. To be able to persuade shareholders you need two things: Metrics, long term indicators of brand and reputation.

Oroval Planas, Josep M.

Persuasive management. A case study in a financial institution

Oroval, J. M.; Alloza, Á.
4th Internacional Conference on Rhetoric and Narratives in Management Research
ESADE
Barcelona, 24/03/2011 - 26/03/2011

The research objectives were to find out how big companies deal with communication and corporate brand, and how communication is related to the strategy and performance of companies. The research has been an in-depth study of an organization that for a whole decade has carried out pioneering transformations in its communication and brand function and strategy.

Parada Balderrama, Pedro

Aspiration levels, performance, and change in governance mode

Di Lorenzo, F.; Almeida, P.; Parada, P.;
SMS 30th Annual International Conference
Strategic Management Society
Rome, Italy, 12/09/2010 - 15/09/2010

Building on the prior research on aspiration levels and managerial decision making, we examine the conditions under which computer software firms change their governance modes across time. Using insights drawn from behavioral theory of the firm, we suggest that any change in governance mode is considered risky, and is triggered by the gap between actual performance and aspirational performance (developed on the basis of historical and social comparisons). Testing a sample of 1723 computer software firms from 1990 to 2006, we find partial support for our hypotheses. Our results suggest that firms are more likely to change governance modes when performing below aspirational levels (based on either historical or social comparisons).

Parada Balderrama, Pedro

Aspirations, performance, and change in partnering behavior: Evidence from the pharmaceutical industry 1900-2006

Di Lorenzo, F.; Almeida, P.; Parada, P.
XVII Organization Science Winter Conference (OSWC)
Carnegie Mellon University. Tepper School of Business
Steamboat Springs, Colo. (U.S.), 10/02/2011 - 13/02/2011

DRUID 2011
DRUID: Copenhagen Business School
Copenhagen, 15/06/2011 - 17/06/2011

2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

Building on the prior research on aspiration levels, managerial decision making and partnering routines, we examine the conditions under which pharmaceutical firms change their partnering behavior across time. Using insights drawn from behavioral theory and evolutionary theory of the firm, we suggest that any change in partnering behavior is considered risky, and is triggered by the gap between actual performance (financial and innovative) and aspirational performance (developed on the basis of historical and social comparisons). Testing a sample of 988 pharmaceutical firms from 1990 to 2006, our results suggest that the change partnering behavior depends on the performance type: firms are more likely to change when financial performance equals aspiration, while innovative performance predicts opposite results on the performance discrepancy (both below and above)- change in partnering behavior relationship.

Parada Balderrama, Pedro

Tracking the frontier of innovation: The contrasting roles of strategic alliances and individual scientific collaborations

Hohberger, J.; Almeida, P.; Balderrama, P.
SMS 30th Annual International Conference
Strategic Management Society
Rome, 12/09/2010 - 15/09/2010

How can firms in science and technology driven industries, like biotechnology, keep abreast of continuously evolving and dispersed knowledge? Perhaps more importantly, how can these firms, when necessary, adjust their innovative trajectories and capabilities to align closely to the cutting edge of innovation? This challenge is significant given the path dependent nature of technology development. Supporting our predictions derived from evolutionary economics and behavioral theories, we find that biotechnology firms with greater numbers of external individual collaborations are likely to grow increasingly aligned to the frontier of emerging innovation. Firms with greater numbers of strategic alliances and internal individual collaborations are likely to grow more distant from the innovation frontier. We also find that technological specialization decreases the alignment of firms to the innovative frontier.

Platikanova, Petya

S&P 500 index additions and cash holding decisions

XVIII Foro Finanzas
Asociación Española de Finanzas (AEFIN)
Elche (Spain), 18/11/2010 - 19/11/2010

When a firm is added to the S&P 500 index, it receives a positive price response. Several explanations for this effect have been suggested, but empirical findings do not provide a conclusive cause. Previous research focuses on managerial incentives and argues that because of investors' scrutiny managers of newly indexed companies devote more time and effort to their firms. We challenge this explanation empirically and suggest that membership reputation, along with the managerial efforts, can explain improved financial performance of S&P 500 firms. S&P membership could facilitate access to trade credit and permit management more flexible financial policy. We confirm empirically that immediately after addition S&P 500 firms increase their exposure to trade credit which the accumulation of current liabilities reveals. We explain this change with the index reputation effect which likely influences perceived trustworthiness of newly added firms and increases their bargaining position. Additionally, we find that S&P additions decrease significantly their cash holding immediately after their inclusion. We contribute this change to the greater certainty in operating performance which the lower variance in both operating cash inflow and outflow quantifies. After controlling for other determinants of cash buffers, we document that S&P additions hold significantly lower cash reserves. Further empirical tests could address how the value of cash remaining at the firm changes around the addition. Our findings, nevertheless, suggest that anticipated cash holding decisions and improved cash management after addition could be associated with the significant long-term abnormal returns of S&P 500 index additions.

Pless, Nicola
Maak, Thomas

Beyond human resource management: Towards a humanistic understanding of managing people

2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

The purpose of this paper is to tackle the paradigmatic challenge as it ties into the understanding of managing people and thus the human factor in organizations by developing an integrative, inherently humanistic and thus non-instrumental understanding of Human Resource Management (HRM). Consequently, we argue in the first part of the paper that responsible and ethical business practice starts with management that puts people as human beings at the center and treats them as ends in themselves rather than means to an end or, as the traditional term suggests, as a mere human resource. In this sense we plead for an understanding of people management as “human relations” instead of “human resources” (Miles, 1965) and propose a relational instead of an instrumental approach of managing employee relations. In the second part of the paper we develop the fundamentals of a humanistic understanding of people management drawing on ethics of care (Gilligan, 1982) and ethics of recognition (Honneth, 1996). We argue that this paradigm shift requires to re-think the underlying “Menschenbild” of HRM and to define guiding ethical principles (such as recognition, compassion, respect and care) which culminate in the REACH model of principled-driven HRM. We conclude this paper by stressing that managing people should be seen as a cultural development process with the larger objective of creating a responsible business and leadership culture.

Pless, Nicola
Maak, Thomas

Promoting CSR and sustainable development through service learning programs

Pless, N.; Maak, T.; Stahl, G. K.
2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

In this article we discuss how HR can support corporate sustainability strategy by de-signing and implementing leadership development programs incorporating international service learning assignments. We describe “Project Ulysses”, an integrated service learning program which involves sending participants in teams to developing countries to work in cross-sector partnerships with NGOs and social entrepreneurs, supporting them in their fight against some of the world's most pressing problems, such as poverty alleviation, environmental degradation, and pandemic diseases like HIV/AIDS. In order to understand how companies can promote social responsibility and sustainable development through service learning, we present the findings of a narrative analysis of learning stories produced by Ulysses participants upon completion of their field assignments. Understanding how participants make sense of, and learn from, their experiences abroad provides us with insights into how service learning programs can help managers to develop the knowledge, skills and mindset that will enable them to successfully support a company's global sustainability efforts. We conclude by discussing the implications for leadership development, specifically how organizations can incorporate a responsibility and sustainability focus in their management development programs.

Ramis Pujol, Juan

Innovation at a multinational in the food industry

14th QMOD Conference on Quality and Service Sciences (ICQSS) 2011

Universitat Politècnica de Catalunya (UPC); Universidad de Navarra. Tecnum; Lund University; Linköping University

San Sebastián, 28/08/2011 - 31/08/2011

The foregoing studies provide a sample of the literature that tries to explain Gemba-Kaizen from the process innovation angle. Some of these studies, however, describe Gemba-Kaizen only from the standpoint of rapid shop floor activity similar to the Kaizen Blitz approach (Laraia et al., 2009; Bicheno and Holweg, 2009). Accordingly, there is little empirical evidence for understanding Gemba-Kaizen's 'philosophy' or core proposal when it comes to fostering implementation of process innovation methods. This also applies to short-term improvements (Kaizen Blitz) and Kaizen as a new way of looking at the workplace. More specifically, the main question we sought to answer in this study was: How was Gemba-Kaizen presented when it came to applying a process innovation approach to a food multinational in Mexico? We formulated two sub-questions in our enquiry: R.Q.1.1: What differences are there between traditional and Gemba-Kaizen 'office management' when it comes to innovating processes? R.Q. 1.2: Is there any relationship between the effort put into implementing Gemba-Kaizen and process innovation methods in a multinational food company? To answer the main research question and the two sub-questions, we first carried out a literature review of the Gemba-Kaizen approach and related themes. In that review, we also looked at the application of the Gemba-Kaizen approach to a food multinational in Mexico. The next step was to carry out an exploratory qualitative study based on a food multinational.

Ringov, Dimo

Biased agents, unbiased organizations: Can organizations mitigate individual biases?

2011 Academy of Management Annual Meeting

Academy of Management

San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

Can organizations mitigate the impact of individual biases on organizational decisions? This study investigates whether and how organizational structure and decision making process affect the quality of organizational decisions. Theoretical arguments about the impact of organizational structure and decision process on organizations' disposition effect - a decision bias that refers to actors' tendency to sell assets whose prices have increased since purchase, yet hold on to assets that have dropped in value since purchase - are evaluated empirically on a large sample of mutual fund portfolio decisions. The findings suggest that decision making process significantly affects the disposition bias in organizational decisions. Implications include assessing the effectiveness of organizations as solutions to the problem of bounded individual rationality.

Ringov, Dimo

Dynamic capabilities & organizational performance: Evidence from mutual funds

8th Atlanta Competitive Advantage Conference

Georgia State University

Atlanta, Ga. (U.S.), 17/05/2011 - 19/05/2011

Understanding the processes enabling effective adaptation in dynamic markets, i.e. firms' dynamic capability, is a question of great interest and significance to strategy scholars and practitioners alike. Yet, in spite of considerable research effort, there is still substantial disagreement about the nature of firms' dynamic capabilities and their performance impact. This study examines whether superior performance in dynamic markets is achieved through highly routinized resource allocation processes or rather through less routinized processes designed to leverage managerial cognition and judgment. It further investigates whether the relative effectiveness of the former versus latter view of dynamic capability is contingent on the uncertainty of the environment organizations operate in. Analyzing the performance of U.S. diversified equity mutual funds in different environments, this study finds that highly routinized resource allocation processes do not lead to improved performance in relatively stable (low uncertainty) environments, yet substantially degrade performance in highly uncertain environments.

Rius Bresco, Josep M.
Torrecilla Gumbau, Carles
Gallucci Calabrese, Carlo
Batista-Foguet, Joan Manuel

Evolution of companies orientations: Status quaestionis, facts & prospectives

2011 Customer Strategies for Sustained Growth Conference

INSEAD

Fontainebleau (France), 30/06/2011 - 01/07/2011

The limit of the marketing orientation is in the most intim perspective of final and intermediate customers: their values, beliefs, principles. Society orientation. Next stage? Several vectors shall shape today's' prospects: Time pressure, Social media, Sovereign Debt crossroad, Km 0, cost of energy, international politics, globalization maturing, change of climate, etc.: ex ante we do not see but we guess.

Rodón Mòdol, Joan

Port Aventura: From theme park to resort

Rodón, J.; Hervás, M.; Planell, M.; Sala, X.

2010 International Conference on Information Systems (ICIS 2010)

Association for Information Systems (AIS)

Saint Louis, Mo. (U.S.), 12/12/2010 - 15/12/2010

Since its opening as a theme park in 1995, and aiming to adjust to a seasonal adjusted demand, Port Aventura had invested heavily in new shows, rides, hotels, golf courses, a convention centre, and a shopping mall. Yet, such evolution from a theme park to a resort had posed new challenges for the executive team of Port Aventura. In particular, whereas as a theme park the analysis of the commercial activity had focused on aggregated statistical information, as a resort they needed to know and target individual customers. However, this new one-to-one marketing approach was not supported by the existing information systems of the company. The case is situated in the mid-2009 when the CEO requests the CFO and the CIO to find a solution that addresses the commercial needs of the resort. The case discussion takes students to discuss and assess the business problems and relate them with the existing information systems. Students will also have to analyze different alternatives for the information systems proposed in the case and develop a deployment plan for the alternative they chose.

Roselló Saurí, Llorenç
García Vidal, David
Agell Jané, Núria
Sánchez Soler, Mónica
Prats Duaygues, Francesc

Using qualitative reasoning to model users profiles: An approach to movie recommendations

25th International Workshop on Qualitative Reasoning
Universitat Politècnica de Catalunya (UPC)
Barcelona, 16/07/2011 - 18/07/2011

This paper presents a methodology for a collaborative recommender system (RS). The methodology is based on the compatibility of groups of users defining their profiles via a qualitative order-of magnitude model. The distributive lattice structure of the space of qualitative descriptions is considered in defining the distance between existing users and the RSs new users. An application to movie recommendations is presented to show and compare the efficiency of the proposed methodology.

Roselló Saurí, Llorenç
Sánchez Soler, Mónica
Agell Jané, Núria
Prats Duaygues, Francesc

Using qualitative reasoning to measure discrepancy and consensus in group decision

10th International Conference on Intelligent Systems Design and Applications
Cairo University EEE-SMC Society
Cairo (Egypt), 29/11/2010 - 01/12/2010

The measurement of consensus and discrepancy among groups of evaluators is an important issue in group decision systems. These measurements will enable us to analyze the effort that should be made to obtain closer positions among subgroups. This paper presents a new approach, on the basis of the absolute order-of-magnitude qualitative model, to decision-making problems. The concepts of qualitative distance and entropy are defined in the framework of the distributive lattice of qualitativizations over a set of magnitudes or features.

Roselló Saurí, Llorenç
Sánchez Soler, Mónica
Agell Jané, Núria
Prats Duaygues, Francesc

Using qualitative reasoning for a recommender system

13th International Conference of the Catalan Association for Artificial Intelligence
Associació Catalana d'Intel·ligència Artificial,;Universitat Rovira i Virgili; IOS Press
L'Espluga de Francolí, Tarragona, 20/10/2010 - 22/10/2010

This paper presents the foundation for a new methodology for a collaborative recommender system (RS). This methodology is based on the degree of consensus of a group of users stating their preferences via qualitative orders-of-magnitude. The structure of distributive lattice is considered in defining the distance between users and the RSs new users. This proposed methodology incorporates incomplete or partial knowledge into the recommendation process using qualitative reasoning techniques to obtain consensus of its users for recommendations.

Ruiz Vegas, Francisco Javier
Samà Monsonís, Albert
Sánchez Hernández, Germán
Agell Jané, Núria

An interval technical indicator for financial time series forecasting

Ruiz, F. J.; Samà, A.; Sánchez, G.; Sanabria, J. A.; Agell, N.
25th International Workshop on Qualitative Reasoning
Universitat Politècnica de Catalunya (UPC)
Barcelona, 16/07/2011 - 18/07/2011

In this work we compare the performance of some standard technical indicators with an interval technical indicator, the moving interval (MI), for time series forecasting. MI has the advantage of taking into account the variability of data in the range considered and not only the average, like standard indicators do. However, the use of intervals as input variables require the use of regression methods able to handle with non Euclidean structures. The kernel approach is employed to this end. A recently introduced interval kernel is applied together with the moving interval indicator. The conclusion is that this indicator outperforms the forecasting performance of standard indicators.

Saló Mayolas, Albert
Costa Guix, Gerard

Consumer preferences and price markets on rental second homes in Spain: Public attributes

Consumer Behavior in Tourism Symposium 2010 (CBTS 2010)
Competence Centre in Tourism Management and Tourism Economics (TOMTE); Free University of Bolzano
Bruneck/Brunico, South Tyrol (Italy), 01/12/2010 - 04/12/2010

This paper attempts to find out the relationship between tourist profiles and consumer value in a specialized tourism area like Costa Brava (Spain). Primary data were collected using a combination of quantitative and qualitative methods. A database of prices and characteristics of rental second homes in different strategic locations on the Costa Brava area has been used through brochures (1000 second homes). A methodology based on hedonic techniques has been applied in order to highlight how consumer value and order preferences with attributes related to location: beach, landscapes and municipalities where are settled. Different quantitative rankings given by market value are obtained. Moreover, other attributes what consumers most value in second homes are also studied: swimming pool, car park, common garden, house size and so on. Later a sample of in-depth interviews was used in the same area to explore how sustainable consumption practices on tourism help us to understand how beach and landscape values are taken into account. Qualitative rankings of how the public attributes are valued by consumers are considered. Also how suppliers develop corporate social initiatives to take advantage on final price shown on brochures. Finally using one-way and two-way ANOVA, contingent tables and other statistical techniques we look for significant correlations among qualitative rankings (through surveys) and quantitative rankings (through hedonic pricing techniques). We want to find out whether consumer preferences are reflected on final prices of the tourist markets. This paper is useful for managers of rental second homes intermediaries to command marketing mix techniques knowing the value of public attributes that consumers reveal thanks to surveys and knowing their own information provided by brochures breaking down the price through hedonic techniques. Social marketing implications have arisen in this paper when beach and landscape values are taken into account.

Saló Mayolas, Albert
Fluvià Font, Modest

The effect of characteristics and location on the final price of hotels: Positioning of different international destinations through market prices

Saló, A.; Rigall-i-Torrent, R.; Espinet, J. M.; Fluvià, M.
4th International Conference on Advances in Tourism Economics
Portuguese Association for Tourism Research and Development (APIDT)
Lisboa, 14/04/2011 - 15/04/2011

Competitiveness in the international tourist market has increased in a global market in order to attract consumers around the world that with new techs help offers better information in order to select the final destination. In this context, the main goal of this paper is offering to stakeholders and policy makers relevant information about the positioning of its own market regarding the competence. To do so, through a wide range of brochures 1776 hotels are selected around the world gathering prices and characteristics. After a descriptive analysis, hedonic techniques are used in order to find out the effect of different attributes on final price of hotels: room services, garden or balcony, swimming pool, car park, animation, indoor and outdoor sports, tour operator, accommodation type (half-board, full-board, breakfast, etc.), distance to the beach, star rating, hotel type (apartment hotel or hotel) and season (from May to August). Location is also a variable taken into account with 32 destinations across Europe and the Caribbean. Finally a location index is created according to the coefficients obtained in the aforementioned regression. At the same time an index of private characteristics can be constructed from the estimates obtained in the same regression across destinations. Crossing both results a visual map can be set up. The hypothesis here is whether the best valued destinations have at the same time the best hotel private services.

Saló Mayolas, Albert
Vila Fernández-Santacruz, Mar

Hotels and rental second homes in the same tourism market area: How is valued the localization effect amongst them?

3rd Conference of the International Association for Tourism Economics
International Association for Tourism Economics (IATE)
Bournemouth (U.K.), 04/07/2011 - 07/07/2011

Hotels and second homes are the main markets in the coastal tourist area of Costa Brava (Spain) with more than 65% of beds. It is well-known that tourists are offered a list of private services but they are willing to pay also for a specific physical environment (Rigall-i-Torrent and Fluvià, 2010) in an extended area where the accommodation is located. All this bundle of characteristics set up the final price of the accommodation. Using a data base from brochures of hotels and second homes (with prices and private characteristics), the first goal of the paper is to scrutinized what are the private attributes that most influence the final price of both types of accommodation considering that some of them are common characteristics: common garden, swimming-pool, car park and distance to the nearest beach. Moreover, the analysis of how public goods in the municipalities where accommodations are located may influence on the final price is also relevant: cultural and sports facilities, population (density), restaurants, beach quality, security (police), natural landscape, nightlife and so on. Some econometric regressions based on hedonic techniques are run considering both private and public attributes. The second goal is to find out whether there are differences amongst different tourist accommodations such as hotels and second homes. Because tourist profiles are likely different (e.g. in rural tourism -Albadalejo-Pina and Díaz-Delfa, et al., 2005-) they could value differently the public attributes selected. The paper's main contribution is to distinguish from a price market how consumer's value different tourist lodgings selected (especially differences in value of common characteristics) and whether or not there are differences on how they value the range of public or environment attributes.

Sánchez Hernández, Germán
Ruiz Vegas, Francisco Javier
Agell Jané, Núria

Moving intervals for nonlinear time series forecasting

Sánchez, G.; Samà, A.; Ruiz, F.; Agell, N.
13th International Conference of the Catalan Association for Artificial Intelligence
Associació Catalana d'Intel·ligència Artificial; Universitat Rovira i Virgili; IOS Press
L'Espluga de Francolí, Tarragona, 20/10/2010 - 22/10/2010

In this paper a new forecasting methodology to be used on time series prediction is introduced. The considered nonlinear method is based on support vector machines (SVM) using an interval kernel. An extended intersection kernel is introduced to discriminate between disjoint intervals in reference to the existing distance among them. The model presented is applied to forecast exchange ratios using six world's major currencies. The results obtained show that SVMs based on interval kernel have a similar behavior than other SVM classical forecasting approaches, allowing its performance to be seen as very promising when using high frequency data.

Santiso, Javier

Emerging markets and the shifting wealth of nations

EABIS 9th Annual Colloquium
St. Petersburg State University; European Academy of Business in Society (EABIS)
St. Petersburg, 19/09/2010 - 21/09/2010

Three main points were stated: the crisis is a cognitive crisis, we need to reload our cognitive maps; it is non-sense to talk about developed versus developing countries, the crisis accelerated a major power shift; CSR as a term makes me think that there exists something like *'Corporate Irresponsibility'*.

Santomà Vicens, Ricard
Vila Fernández-Santacruz, Mar
Rovira Llobera, Xari
Batallé Descals, Pere

Determining service quality management in small rural hotels in Catalonia using a qualitative optimization process

EuroCHRIE 2010
EuroCHIRE. The Hospitality & Tourism Educators
Amsterdam, 25/10/2010 - 28/10/2010

Today no one disputes that the service quality has become a market requirement in the hotel sector. Under this line, there has been some research, mainly focused on customer feedback with little management evaluation. This research is tries to determine, from the manager's point of view, the gap between the importance given to certain aspects of quality management and their development in small hotels. The research methodology is based in the qualitative reasoning using the orders of magnitude to test a new way to determine the importance level and assess the quality of service.

Saz-Carranza, Ángel

Measuring-up: The accountability and consensual policy-making

Saz-Carranza, Á.; Agranoff, R.
European Group for Public Administration 35th Anniversary
European Group for Public Administration (EGPA)
Toulouse, 08/09/2010 - 10/09/2010

The rise in open government and collaborative public management requires increased scholarly research in collaboration, negotiation, and accountability. Yet, accountability has received modest attention in these inter-organizational settings. In this paper we explore the accountability dimension of consensually defined public policies. The exploratory research question is: how do governments and social agents monitor the implementation of agreements regarding public policy? To respond to our research question a qualitative case-study was conducted of a significant initiative where government consensually defined up to 15% of its public policies with labour unions and business associations. Findings regarding the leadership of the accountability system of the agreement and on the quantification and measurement of agreed-on policies and actions are produced.

Saz-Carranza, Ángel
Longo Martínez, Francisco

Collaborative governance: The case of the Strategic Agreement of Catalonia

2011 National ASPA Conference
American Society for Public Administration (ASPA); University of Maryland, Robert H. Smith School of Business
Baltimore, 12/03/2011 - 15/03/2011

The presentation briefly introduces the definition of "collaborative governance", with regard to a tripartite strategy followed in Catalonia, Spain, to enhance its international competitiveness, promote private business, create jobs and improve labour conditions, and expand public infrastructure. Three types of stakeholders were involved in generating, monitoring and evaluating this strategy: the government and private sectors, as well as three major associations of labour unions. The presentation also describes its simplified model and discusses the process to design, implement and assess this strategic agreement of Catalonia. The importance of accountability is highlighted.

Saz-Carranza, Ángel
Longo Martínez, Francisco

Management of regulatory networks: The case of telecommunications regulation in Europe

2011 Annual Meeting of the Law and Society Association
Law and Society Association
San Francisco, Calif. (U.S.), 02/06/2011 - 05/06/2011

SASE 23rd Annual Conference
Universidad Autónoma de Madrid (UAM); Society for the Advancement of Socio-Economics (SASE)
Madrid, 23/06/2011 - 25/06/2011

Networks are by now popular interorganizational coordination modes, complementing and substituting hierarchical and market modes (Powel 1989). This popularity can be attributed to today's complex world, which increases "wicked" problems (Rittel and Webber 1973), and to the need for organizational forms combining dispersed power with unification (Agranoff and McGuire 2001). At the international level, as globalization increases international interconnectedness, so does the need for global regulation (Levi-Faur 2010; Mattli and Woods 2010). However, given the fragmentation caused by the persistence of national sovereignty, networks become important interorganizational transnational coordination modes among national regulatory agencies (Kahler and Lake 2010). As regulation-by-network increases in practice, it is starting to draw attention from scholars. In cases where responsibility has been delegated to a supranational entity, hierarchy is the governance mode (where the supranational entity enjoys authority over national regulatory agencies [NRAs]). In regulated fields where regulatory responsibilities have not been delegated to a supranational entity, networks are the only viable international coordination mode among national regulatory agencies-since market coordination cannot apply to inter-NRA networks. Recent studies point to the fact that management is a strong determinant of network performance (Dyer et al. 2007). Yet, it is well known that managing networks is an inherently difficult task and by no means an easy option (Human and Provan 2000). Business scholars estimate that more than 50% of alliances fail (Kelly, Schaan, and Jonacas 2002; Park and Ungson 2001). Failure rates are not available regarding public networks, but Huxham and Vangen (2000) have identified how this collaboration often succumbs to what they term collaborative inertia. Thus, more work is necessary in the field of network management (Provan and Kenis 1997; Saz-Carranza and Ospina 2010) This paper looks at the management of regulatory networks-a particular type of public networks. Our research questions are exploratory: how are regulatory networks structured and managed? And why? To respond to these research questions we study the case of BEREC: the Body of European Regulators for Electronic Communications. Our research design consists of qualitative in-depth interviews with network members followed by content-analysis using codes. The paper wants to produce findings regarding the design, process, and management issues of regulatory networks in particular. The paper should be of interest to practitioners and scholars alike.

Saz-Carranza, Ángel
Tarrach Colls, Anna

The magnitude and characteristics of market-based governance: Proposing an analytical framework and applying it to Catalonia

XV Annual Conference of the International Research Society for Public Management (IRSPM XV)
International Research Society for Public Management (IRSPM)
Dublin, 11/04/2011 - 13/04/2011

11th National Public Management Research Conference
Maxwell School of Syracuse University
Syracuse, N.Y., 02/06/2011 - 04/06/2011

Market-based governance-the use of markets in public undertakings (Donahue 2002, 7), for example by contracting out public services (Brown, Potoski, Van Slyke 2006; Kelman 2002)- is not new, though it does seem to be bourgeoning (Donahue 2002). The public sector often more uses the private sector to attain public outcomes: procurement, outsourcing, private financing schemes, public-private enterprises (Hodge and Greve 2007). While partial and sector-specific estimations are available, no overarching analysis of this public-private relation exists in most countries and states. Available reports usually refer to a particular type of interaction, e.g. private financing schemes in infrastructure (Blan-Brune, Goldsmith, and Välillä 2007; DLA Piper 2010) or public purchases (European Commission 2004). The need to know how market-based governance occurs, and how much the public sector uses it to achieve outcomes, is vital to improve the implementation of public policies. This research tries to answer the following overall research questions: What specific forms does market-based governance take in practice? And how prevalent is each form? In this study, we first define and typify market-based governance. We propose an analytic framework based on the IPOO (input-process-output-outcome) approach of public value creation. We then apply this analytical framework to a specific case: we quantify and characterize market-based governance in the Spanish region of Catalonia. We highlight the problems and limitations of applying the analytical framework by discussing two potential data sources: public contract registries and public budgets. We argue the latter is better suited for our purposes and conclude that overall market-based governance in Catalonia represents, at a minimum, 7,9% of Catalonia's GDP. The results of the study should be useful to academics and practitioners alike. Practitioners will gain an overall perspective on the different market-based public service delivery mechanisms that government uses. For academics, the paper illustrates the difficulties involved in quantifying and conceptualizing market-based governance and proposes approaches to overcome these difficulties.

Sierra Olivera, Vicenta

Propuestas analíticas recientes en diseños de caso único

Manolov, R.; Solanas, A.; Sierra, V.; Evans, J.
XII Congreso de Metodología de las Ciencias Sociales y de la Salud
Universidad del País Vasco. Facultad de Psicología
Donostia, 19/07/2011 - 22/07/2011

Para acumular evidencias empíricas sobre las intervenciones clínicas y sociales es necesario obtener valores numéricos que reflejen la magnitud de su efecto. El presente trabajo pretende facilitar el proceso de selección de procedimientos cuantitativos para el análisis de datos de N=1. Se comparan cuatro propuestas recientes (Manolov y Solanas, 2009; Parker y Vannest, 2009; Parker, Vannest y Brown, 2009; Solanas, Manolov y Onghena, 2010), aplicándolas a datos generados mediante métodos Monte Carlo siguiendo un diseño AB con variables de posible confundido (dependencia serial, tendencia lineal y curvilínea y heterocedasticidad entre las fases) y dos tipos de efecto del tratamiento (cambio de nivel y de pendiente). Se simulan series cortas de diferente longitud y, adicionalmente, tres distribuciones para la variable aleatoria (normal, exponencial y uniforme) manteniendo los mismos parámetros de localización y escala para comprobar los efectos de diferentes niveles de asimetría y curtosis.
Los resultados sugieren que se han de tener en cuenta las características de los datos al escoger el procedimiento cuantitativo adecuado, resaltando la importancia de una inspección visual antes de proceder con el análisis numérico. En presencia de dependencia serial o cambio en la variabilidad en los datos el Nonoverlap of All Pairs (NAP) y el Slope and Level Change (SLC) muestran un funcionamiento adecuado. Al introducir un paso inicial de corrección de datos, NAP se convierte en insensible a tendencias lineales, como también lo son el Percentage of Nonoverlapping Corrected Data y SLC. El rendimiento de estos procedimientos indica que las decisiones de los profesionales respecto a la efectividad de los tratamientos se pueden complementar con ciertas garantías por análisis visual y estadístico.

Sierra Olivera, Vicenta
Ysa Figueras, Tamyko

Organizational collaboration in the public sector: Do chief executives make a difference?

Esteve, M.; Boyne, G.; Sierra, V.; Ysa, T.
2011 Public Management Research Conference
Public Management Research Association (PMRA); Syracuse University. Maxwell School of Citizenship and Public Affairs
Syracuse, N.Y. (U.S.), 02/06/2011 - 04/06/2011

Upper echelons theory suggests that the characteristics of chief executives affect the strategic choices of their organizations. In this paper we examine whether the characteristics of top managers make a difference to the extent of inter-organizational collaboration in the public sector. Using survey data from 228 chief executives from Catalonia, we test upper echelons theory, and control for top managers' institutional settings such as the size and the sector of the organization, as well as the socioeconomic context. The empirical results suggest that collaboration is influenced by the characteristics of senior chief executives: in particular, the extent of collaboration is affected positively by their educational qualifications and concern for self development, and negatively by their age.

Svejenova Nedeva, Silviya

Entrepreneurial capability: Opportunity pursuit and game changing

Zahra, S.; Abdelgawad, S. G. E.; Svejenova, S.; Sapienza, H.
2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

In this article, we introduce entrepreneurial capability (EC) as a means of capturing a firm's capacity to sense, select, shape and synchronize its pursuit of opportunities. After defining EC and explaining its dimensions, we propose that its most profound role lies in promoting companies' proactiveness in managing their business ecosystem in order to gain competitive advantages based on their entrepreneurial activities. We then discuss the role of EC in bringing about changes in the nature, domain and timing of competitive games. Finally, we articulate the implications of EC for managerial practices and future entrepreneurship research.

Svejenova Nedeva, Silviya

From label to practice: Creating new nordic cuisine

Byrkjeflot, H.; Strandgaard Pedersen, J.; Svejenova, S.
SASE 23rd Annual Conference
Society for the Advancement of Socio-Economics (SASE)
Madrid, 23/06/2011 - 25/06/2011

This paper adds to the study of nascent collective identities by examining the emergence, legitimation and contested expansion of New Nordic Cuisine in the last decade. We show how what started as a largely professional initiative, soon grew to encompass an important political and, later, also a social dimension. We delve into the symbolic and material practices of chefs, entrepreneurs, politicians, and scholars in shaping the movement's nascent identity.

Valls Giménez, Josep Francesc

Reinventando la actividad congresual

9º Congreso APCE
Asociación de Palacios de Congresos de España (APCE)
Valencia, 14/07/2011 - 15/07/2011

Las estrategias de comercialización y de comunicación están sufriendo cambios profundos, como consecuencia principalmente de dos factores: el primero, la mayor sensibilidad al precio por parte de los consumidores en general, lo cual obliga a fuertes reducciones de costes, creación de nuevos productos y servicios más baratos, y a la presentación de la oferta de muy distinta manera; y el segundo, la implantación masiva del *e-business*, que fuerza la revisión de todo tipo de procesos de producción y de distribución. La actividad de MICE, *meetings*, incentivos, congresos, exhibiciones y ferias, ha de reinventarse por completo para sobrevivir en el nuevo escenario. Ello requiere la redefinición del modelo de negocio a fin de adecuarlo al servicio de las empresas y de los clientes como la reacción inexcusable frente a los numerosos competidores que aparecen con nuevos y efectivos instrumentos de intermediación.

Valls Giménez, Josep Francesc
Sureda Pascual, Joan

Hybrid consumption behaviour in Spanish tourists

Valls, J. F.; Sureda, J.; Andrade Suárez, M. J.; Freund, D.
X International Marketing Trends Conference
Università Ca' Foscari; ESCP Europe
Paris, 20/01/2011 - 22/01/2011

The economic crisis has led to increased demand for low prices. In spite of this general trend, different price sensitivities continue to coexist among tourists. As a result, it is important to note that, although there is a trend towards 'cheaper' consumerism, the propensity to spend more in the presence of a series of assumptions is maintained: for example, if products are tailor-made or if they are environmentally friendly.

In this sense, the hypothesis is that, in terms of travel, the Spanish population is moving towards hybrid forms of purchasing: first, widespread demand for low prices and; second, attitudes of particular groups and in certain circumstances, attributes associated with quality for those who are willing to pay higher prices.

The aim of this paper is therefore to characterise the price sensitivity shown by Spanish travellers and to track its evolution. To this end, we shall use a series of comparative measurements carried out on the Spanish population before the crisis (2005-2007) and afterwards (2010), in relation to attitudes toward holidays and travel. The comparative analysis of these samples (over 1,000 Spanish travellers) will enable us to identify the hybridisation phenomenon in tourism and leisure consumption.

Vedina, Rebekka
Dolan, Simon

The effect of value congruence on nurses' work engagement and burnout

Bao, Y.; Vedina, R.; Moodie, S.; Dolan, S.
3rd Annual EuroMed Conference
EuroMed Research Business Institute (EMRBI)
Nicosia (Cyprus), 04/11/2010 - 05/11/2010

This paper links the academic debate on person-organization fit with the increasingly topical issue of job strain among health care staff. The objective of the study is to find out the effect of value congruence between employees' personal values and organizational values on their burnout and work engagement.

Drawing on Person-Organization Fit theories we define value congruence as the compatibility of personal and organizational values. Burnout is a prolonged state of exhaustion responding to emotional, mental, physical, and interpersonal stressors in the job, and is defined by the three dimensions of physical fatigue, emotional exhaustion and cognitive weariness. Work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.

One of the sectors where workers are exposed to a high burnout risk is health care. We conducted a survey among 234 nurses working in Vall d'Hebron University Hospital in the Catalunya region of Spain.

Estimations of the importance of values, Shirom-Melamed Burnout Measure (SMBM) and Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003) were included in the questionnaire.

The respondents were asked to estimate the importance of values separately in their personal life and for their organization. We consider value congruence as a unidimensional construct, incongruence being the opposite of congruence. Thus, we use the absolute differences between the estimations of personal values and the perception of organizational values as a proxy for value congruence.

The findings reveal that differences in estimations of achievement, importance of money and social justice and social responsibility have a negative effect on all three dimensions of work engagement and lead to higher burnout in its two dimensions - physical fatigue and emotional exhaustion. In addition, higher differences in personal and organizational values reflecting emotional aspect of life and work (e.g. passion, empathy, emotional satisfaction) increase emotional exhaustion.

The results of the study are discussed in the light of the recent academic discussion (e.g. Bakker et al. 2005, 2006; Schaufeli et al. 2008, Van den Broeck et al. 2008) on conceptualizing work engagement as an opposite end of the same dimension a burnout, versus a self-standing construct. Our findings imply a conceptual independency of at least one dimension of burnout - emotional exhaustion - from the work engagement notion.

Vives, Luis

The evolving geographic scope of the MNE: Towards a dynamic view of regional multinationals

Vives, L.; Lucea, R.
2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

Where firms operate has been a central concern in the field of international business. The most recent manifestation of interest in this area is, arguably, the rapid growth of literature on regional multinationals (RMNEs). These studies provide considerable empirical evidence of a strong home-region bias among large multinational companies. Nevertheless, such studies are largely silent about the factors that lead managers to choose certain foreign locations when expanding their operations. In part, this omission is the result of the methodological approach favored in this literature, which consists of categorizing firms on the basis of their footprint at a given point in time. Our study contributes to the literature on RMNEs by carrying out a detailed analysis of the international expansion of a Fortune Global 500 company over a period of 20 years, starting with its first international foray. On the basis of this in-depth case study, we develop a model that explains the prevalence of RMNEs as a result of co-evolutionary dynamics among environmental factors, managerial agency and a firm's geographic scope.

Vives, Luis

The geographic scope paradox: Global mindsets in a world of regional multinationals

Vives, L.; Lucea, R.
Eighth Annual JIBS/AIB Paper Development Workshop (PDW)
The Academy of International Business (AIB)
Nagoya, (Japan), 25/06/2011

This paper uses paradox as a vehicle to convey the need for a better informed view of the relationship between managerial mindsets and the geographic scope of firms. The paradox emerges when we compare the insights offered by the 'Global Mindsets' literature, and the 'Regional Multinationals' literature. While the 'Global Mindsets' literature emphasizes the need of 'global managers' to navigate a highly, interconnected world, the 'Regional Multinationals' literature portrays how MNEs cluster their activities in regions, focusing mostly in their home-region. Our findings contribute to explain whether managerial orientation has an influence in the geographic scope of the firms, and to assess if mindset differences across regions can affect the talent sourcing with the current or intended geographic scope of the firm.

Wareham, Jonathan D.

Design-driven social ventures: An alternative to the community-led approach

Lowe, Z.; Wareham, J.
2011 Academy of Management Annual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/08/2011 - 16/08/2011

The creation of a social venture should involve the community that the nascent organization is trying to help. However, there are successful and innovative organizations operating in the developing world that started off with an idea from the West. These ventures challenge long- established norms and catalyze long-lasting change. On the journey from idea to venture, they face challenges to their legitimacy and are forced to employ push strategies to obtain traction. Our findings suggest the characteristics that these social ventures share, a stage model for their growth, and a generalizable vocabulary to describe the process by which they gain legitimacy.

Wareham, Jonathan D.

Dynamic capabilities for managing uncertainty and vertical disintegration

Rai, A.; Arikan, I.; McNaughton, M. L.; Wareham, J.
2011 Academy of Management Anual Meeting
Academy of Management
San Antonio, Tex. (U.S.), 12/07/2011 - 16/07/2011

A growing body of literature suggests that Transaction Costs Economics (TCE) and Resource Based Theory (RBT) of the firm are distinct, yet complementary, in their ability to explain firm boundary decisions. We suggest that an increased integration of their theoretical logic warrants consideration. Consequently, our study develops a theoretical argument and resulting hypotheses that focus on the interaction between TCE and RBT. We thereafter test our hypotheses with firm-level panel data from 155 IOU electric utility firms over nine years. Controlling for traditional TCE variables such as environmental uncertainty, market uncertainty, and asset specificity, we find that a significant amount of variance in vertical disintegration is explained by firm-level characteristics; specifically, dynamic capabilities related to managing firm-specific uncertainties in supply and demand transactions, and those harvested from firm-specific IT investments. Our study is unique in theorizing and empirically corroborating mechanisms where TCE and RBT interact.

Wareham, Jonathan D.

Efficient boundary shifts: Integration of organizational economics and capabilities

Rai, A.; Arikan, I. ; McNaughton, M.; Wareham, J.
SMS - 30th Annual International Conference
Università Commerciale Luigi Bocconi; Strategic Management Society
Rome, 12/09/2010 - 15/09/2010

A growing body of literature suggests that Transaction Costs Economics (TCE) and Resource Based Theory (RBT) of the firm are distinct, yet complementary, in their ability to explain firm boundary decisions. We suggest that an increased integration of their theoretical logic warrants consideration and thus develop a theoretical argument and hypotheses that focus on the interaction between TCE and RBT. We test our hypotheses with firm-level panel data from 155 IOU electric utility firms over nine years. Controlling for traditional TCE variables, we find a significant amount of variance in vertical disintegration is explained by firm-level characteristics; specifically, dynamic capabilities related to managing firm-specific uncertainties, and those harvested from firm-specific IT investments. Our study is unique in corroborating mechanisms where TCE and RBT interact.

Ysa Figueras, Tamyko

Beyond the State: Third party government in comparative perspective

ESRC Seminar Series
Economic and Social Research Council (ESRC)
Birmingham, 09/06/2011

The seminars discuss contractual and citizen-led forms of governance, including forefront of research into the role of non-profits and contracting-out by government respectively. We will also be viewing and debating on the problems and prospects for citizen governance in such situations. Contributions are made on policy and knowledge challenges for contracting-out and commissioning, drawing on European evidence. We will report on the experience of complex and long-term partnering between government and private providers, and will discuss the potential for citizen-centred governance.

Ysa Figueras, Tamyko

How to enhance innovation via inter-organizational collaborations? The Role of Public Managers

Ysa, T.; Esteve, M.
XV Annual Conference of the International Research Society for Public Management (IRSPM XV)
International Research Society for Public Management (IRSPM)
Dublin, 11/04/2011 – 14/04/2011

Public management literature has identified inter-organizational relations as an innovation towards the governance of a public organization (Mandell and Steelman 2003).
The perspective of this article is not to consider innovation as the creation of an inter-organizational relationship but rather as the new ideas, objects or practices that are created because of being involved in inter-organizational relations.
The aim is: to examine how innovation in inter-organizational collaborations can be enhanced.
To better understand the role of public managers in the creation of innovations towards inter-organizational relations.

Ysa Figueras, Tamyko
Curto Pages, Ferran

Networks never walk alone: The management of network portfolios

Ysa, T.; Curto, F.; Esteve, M.
Research Directions for a Globalized Public Management
International Research Society for Public Management (IRSPM); Public Management Research Association (PMRA)
Hong Kong, 14/10/2010 - 16/10/2010

The increase in the variety and complexity of forms of public sector collaboration is laying the groundwork for a scenario in which governments will have to be able to effectively manage all their networks. This is not only true for each of the networks in which the government participates or leads, but also in terms of its 'network portfolio', a concept we introduce in this paper. The evidence produced by this study connects with emerging literature and recent attempts to examine networks from a holistic point of view (Addicott et al. 2006; Agranoff, 2006; Agranoff, 2007; Provan & Kenis, 2008; Rainey, 2008; Weber & Khademian, 2008). We present an extrapolation oriented approach used in an exploratory case (the Council of the province of

Barcelona, which leads 27 networks. With the believe that public organizations often operate under simultaneous, our proposal focus on the network portfolio generation, and the recognition that a portfolio approach deserves to be considered -although they still do not deliver consciously as a portfolio-). The primary contribution of our research is the link established between this integral network governance analysis in public management and the knowledge generated from an alliance portfolio view.

Ysa Figueras, Tamyko
Gine Torrens, Mireia
Sierra Olivera, Vicenta

Public corporate governance of state-owned enterprises: evidence from the Spanish banking industry

Ysa, T.; Gine, M.; Esteve, M.; Sierra, V.
Second Annual US-EU Dialogue Series
Georgetown University. McDonough School of Business
Washington, 01/04/2011

We examine the role of public corporate governance in the restructuring of the Spanish financial sector. State-owned savings banks or Cajas provide evidence of the conflict of interest in multilevel governance. We find that choice of the integration mechanism (merger, IPS or acquisition) can be explained by two drivers: geographical and political proximity.

Ysa Figueras, Tamyko
Sierra Olivera, Vicenta

Characteristics of collaborative public managers: Empirical evidence from Catalonia

Esteve, M ; Boyne, G. ; Ysa, T.; Sierra, V.
XV Annual Conference of the International Research Society for Public Management (IRSPM XV)
International Research Society for Public Management (IRSPM)
Dublin, 11/04/2011 – 14/04/2011

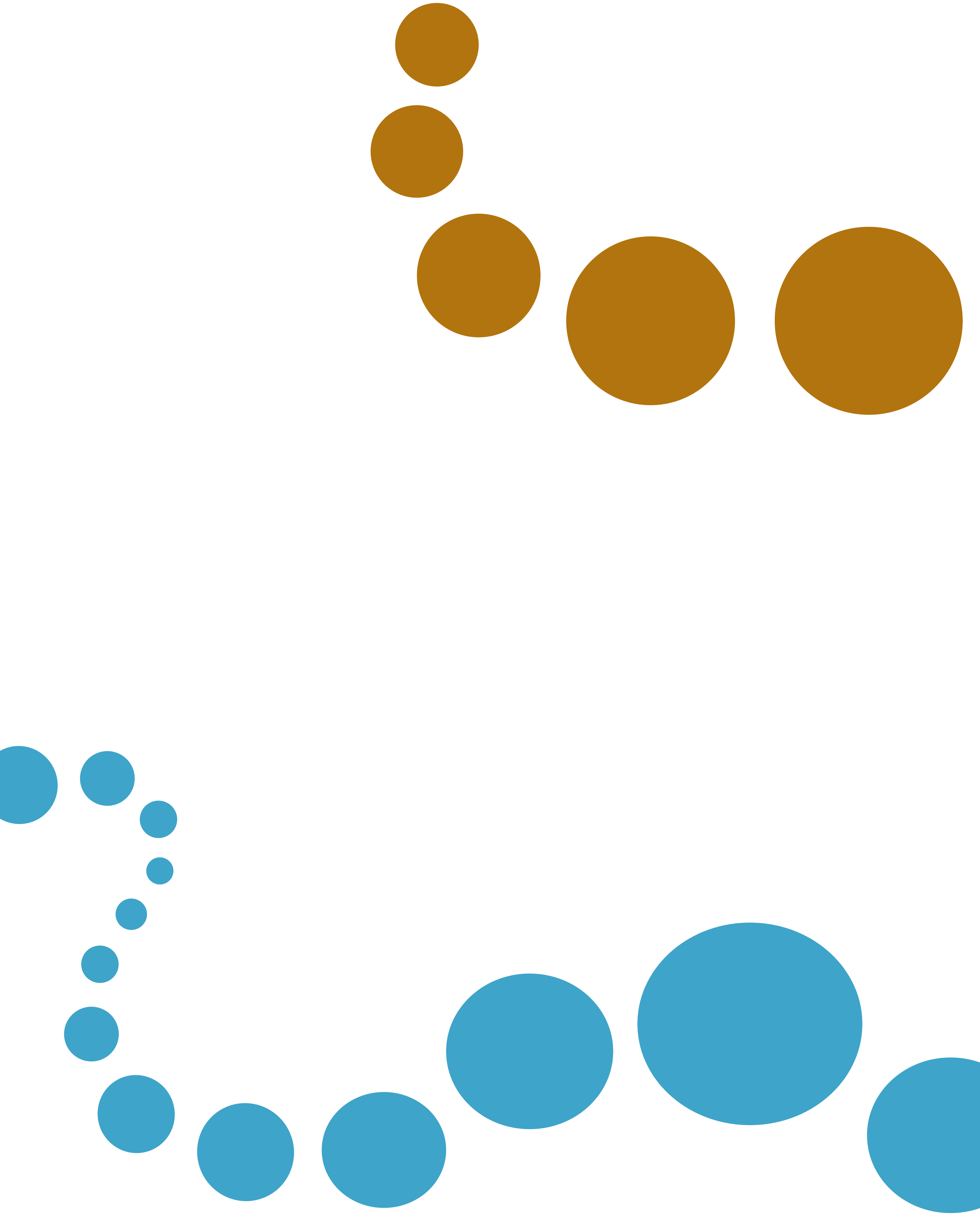
Public organizations often face the dilemma of whether to collaborate or not when designing their strategies (O'Leary & Blomgren, 2009). Recent works have tried to undercover the determinants of collaboration engagement (Krueathep, Riccucci, & Suwanmala, 2010; McGuire, 2009; McGuire & Silvia, 2010; Smith, 2009; Termeer, 2009; Thomson & Perry, 2006; Weiss, 1987). However, whether some public managers are more likely to engage in collaborations compared to others, has not been assessed. Therefore, the present proposal aims to address the determinants of public collaborations by understanding the characteristics of public managers. The questions that this proposal seeks to answer are: (i) Are some public managers more collaborative than others? (ii) What are the characteristic features of more collaborative public managers? In order to answer these questions, an email survey questionnaire has been sent to 1244 public managers from Catalonia. Drawing on upper echelon's theory (Hambrick, 2007; Hambrick & Mason, 1984) it is assessed if the public manager's functional track, gender, age, formal education and job tenure are related to their engagement in collaborations. Moreover, relations are established between the characteristics of the public manager and its likelihood to collaborate with organizations from the public or the private sector. The study controls for institutional settings such as the size and the sector of the organization, as well as for the socioeconomic context where the organization operates (Krueathep, Riccucci, & Suwanmala, 2010; McGuire & Silvia, 2010).

Ysa Figueras, Tamyko
Sierra Olivera, Vicenta

Determinants of network outcomes: The impact of managerial strategies

Ysa, T.; Sierra, V.; Esteve, M.
2011 Public Management Research Conference
Public Management Research Association (PMRA)
Syracuse, N.Y. (U.S.), 02/06/2011 - 04/06/2011

This article examines management's impact on network effectiveness answering the following research questions: a) "what are the effects of network management strategies on perceived outcomes?" and b) "does active network management improve the level of trust in networks?". We do so by incorporating data from a large number of cases on action networks (Agranoff, 2008) and their management for urban revitalization of economically depressed neighborhoods in Catalonia (Spain). In order to simultaneously assess the measurement model and determine the effects of strategy and trust on perceived outcomes as a function of project complexity and intensity, we employed the Partial Least Square (PLS) approach to structural equation modeling (SEM). The findings from our structural model demonstrate a strong relationship between network management strategy and trust, both impacting on the perceived outcomes. We also found that management intensity has a positive impact on strategy as well as on trust in the project. Moreover, our findings show that complexity has a negative impact on trust, but does not appear to have a significant effect on strategy.



Working papers

Arcalean, Calin

Dynamic fiscal interactions and economic integration

Social Science Research Network, 11/2010
SSRN working paper series; no. 1762192
27 p.

The paper investigates the fiscal policy interactions between economies sharing an integrated capital market and derives implications for the dynamics and sustainability of policy coordination. There are two main channels: (1) fiscal competition over mobile capital and (2) a public debt externality as the common market enables governments to spread the cost of national debt over the other countries. Coordinated fiscal policies, while increasing long run welfare, may not be adopted by democratically elected governments. A larger market can induce myopic governments to implement optimal policies when the union starts with relatively low levels of coordination. At high coordination levels, financial development or larger capital inflows can generate even closer coordination but also a rapid increase in public debt. The model's predictions are broadly consistent with the evolution of government finance aggregates along the process of economic integration in Europe.

Barrull Melcior, Xavier
Dorse López, Antoni

Solutions to the inflation-induced instability in housing markets

Social Science Research Network, 01/2011
SSRN working paper series; no. 1738259
28 p.

The most frequent mortgage loans in the US behave according to nominal interest rates with level loan payments (NRMs), like Fixed Rate Mortgages (FRMs) or Adjustable Rate Mortgages (ARMs). We use a model to show that the tilt effect, an increase of real payments in the early years of the mortgage due to higher inflation (Lessard and Modigliani, 1975), causes frictions and mismatches on the economy. An increase of inflation causes, ceteris paribus, housing market price drops, an increase in the ARM borrowers' monthly housing expenses/income ratio and lenders' losses, although neither the NPV of houses nor the expected NPV of borrowers' income change. NRMs also badly allocate risks, as lenders of FRMs bear the risk of inflation while they do not profit from it, increasing the costs for borrowers. ARMs only solve that problem as long as borrowers do not default. We analyzed the US housing market between 1967 and 2009 and find strong evidence of the negative relationship between "inflation (and nominal interest rates) jumps" and real house prices, housing starts and new house sales.

Real Rate Inflation-Indexed Mortgages (RIMs) avoid these problems, as they protect markets from inflation and allow borrowers to get loans with constant loan payments in real terms. RIMs allocate risks more appropriately and help to stabilize the economy, as market participants may have expectations about real and natural interest rates. Although many economists like W.Jevons, I.Fischer, A.Marshall, J.M Keynes, M.Friedman, F.Modigliani, J.Stiglitz or R.Shiller have advocated for inflation-indexed financial products, markets show resistance to RIMs. The slightly better outcomes of NRMs over RIMs when we analyze situations like borrower's returns, a house price decline due to non-financial causes, a borrower's loss of real income and a real interest rates jump, do not justify market resistance to RIMs. We finally show the benefits of combining RIMs financial products with fiscal and regulatory measures to stabilize markets.

Santiso, Javier

Benefiting the resource rich: How can international development policy help tame the resource curse?

Havro, G.; Santiso, J.
Brighton (U.K.): University of Sussex. Institute of Development Studies (IDS), 01/2011
IDS working paper; no. 355
54 p.

While natural resource revenues ought to enable development, past experiences with the 'Paradox of Plenty' have shown that mineral and oil wealth often represents a curse rather than a blessing, inducing slower growth and higher levels of poverty. Many resource rich countries have high poverty rates and are among recipients of international aid. This paper looks at how lessons from successful resource rich countries can provide lessons for resource management. It also considers how international donors can act to facilitate such processes.

Santiso, Javier

Portfolio managers and elections in emerging economies: How investors dislike political uncertainty, in S-WoPEC

Frot, E.; Santiso, J.
Stockholm School of Economics. Stockholm Institute of Transition Economics 10/2010.
SITE working paper series; no. 9
41 p.

This paper studies the effect of elections and democracy on bond and equity flows to emerging countries. Our results indicate that elections affect portfolio flows: the period following an election is generally characterized by a fall in equity flows, and this occurs only where the incumbent is not re-elected. We interpret this result as evidence that political uncertainty about future policies plays a key role in explaining the effect of elections. Bond flows decrease after an election that brings a change of ideology in government, with some evidence that this effect is stronger if such change is from right- to leftwing. This set of results suggests that investors value continuity and stability in the political environment, and dislike changes. Finally, democracy, in itself, is not found to significantly influence portfolio equity and bond flows, such that there is no democratic premium. On the other hand, a decrease in the democracy score implies lower equity flows. Investors value continuity (stable democracy level, even if low) rather than improvements (democratic transitions) but are responsive to a deterioration in the democratic environment that is often accompanied by less transparency, and therefore greater uncertainty.

Vanhaverbeke, Wim

Connecting open and closed innovation markets: A typology intermediaries

López Vega, H. N.; Vanhaverbeke, W.
Munich: University Library of Munich, 11/2010
MPRA paper; no. 27017
29 p.

Open Innovation embraces the process of cultivating and internalizing value from opportunities external to the firm, as well as the skilful deployment of internal discoveries to external complements. For a subset of open innovation practice, well-known innovation intermediaries such as InnoCentive and NineSigma can help transgress the boundaries between open and closed innovation markets. Moreover, less publicised forms of intermediation exist, representing consultants, incubators and science and technology parks that further complement innovative practice. Based on an exploratory cross-case analysis, this study enhances our understanding of the operational practices of innovation intermediaries. We develop a theoretical typology that anchors the formulation of generalizable propositions concerning the function and business logic of predominant innovation intermediary types. Implications for management are considered.

ESADEgeo position paper

BARCELONA: ESADE. CENTER FOR GLOBAL ECONOMY AND GEOPOLITICS (ESADEGEO)

García García, Irene

In the long run everyone will win

ESADEgeo position paper; no. 11
02/2011
6 p.

The world is closely following the protests taking place in the capital of Tunisia. It is still too early to predict the fate of Tunisia and the region, where similar protests are emerging in Egypt, Jordan and Yemen. Each nation has its own characteristics, but the call for change, openness, and good governance is a shared demand. A successful transition in Tunisia may act as a catalyst for reform in other nations in the region. The European Union should focus its efforts on helping the Tunisian people develop a political structure - yet without interfering in national politics.

García García, Irene

Tunisia, Egypt and the Arab world

ESADEgeo position paper; no. 13
03/2011
6 p.

Without doubt, the protests seen in the Arab world will represent a before and after in the history of the Middle East and in the minds of this young generation who have opted for non-violence to demand dignity and respect from their political leaders.

Giné Daví, Jaume

"Barry" Obama in Indonesia: Islam, democracy and development

ESADEgeo position paper; no. 8
01/2011
8 p.

Obama also stressed that democracy and development reinforce each other. Indonesians can vote freely and democratically but corruption continues to be an inherent problem, like a never-ending tsunami. Finally, he repeated that "The USA is not and never will be at war with Islam" and called for Muslims to become more involved in the fight against terrorism. The USA cannot beat Al Qaeda and its allies on its own. Jakarta wishes to reinforce its strategic military alliance with the USA. It does not wish to be at the mercy of China, either from an economic or military standpoint.

Giné Daví, Jaume

Dialogue between China and Taiwan and its geopolitical impact in North-East Asia

ESADEgeo position paper; no. 2
09/2010
7 p.

China and Taiwan took the first major step towards normalising relations on 29 July when they signed an Economic Cooperation Framework Agreement (ECFA) in Chongquing. The agreement will become effective on 1 January 2011 after ratification by the Yuan - the Taiwanese parliament.

Giné Daví, Jaume

EU-Asia summits: China grows and its self-confidence grows with it, while the EU stands divided

ESADEgeo position paper; no. 5
11/2010
8 p.

Although it is actually the world's leading economy, the EU is still divided and almost absent to Asian eyes. Chinese underdevelopment is at odds with the fact that China enjoys the largest foreign exchange reserve in the world. China trusts that by satisfying the financial needs of several EU member states it will win allies and so resist pressure from Brussels to revalue the yuan and to respect human rights. The 13th EU-China Summit did not reach specific agreements. Brussels failed to put across a coherent message to Beijing. China knows it, and is acting accordingly.

Giné Daví, Jaume

Obama in India, a power that has already emerged

ESADEgeo position paper; no. 7
12/2010
8 p.

Obama has supported India's ambitions to sit as a permanent member of the UN Security Council, but China holds the key. The US will deepen its strategic alliance with India, even if this irritates Pakistan. India and the US share the desire to check the growing influence of China in the Indian Ocean. In India, Obama delivered two quotes to remember: "India has succeeded not in spite of democracy; India has succeeded because of democracy" and "India is not simply emerging; India has already emerged".

Santiso, Javier

China-Spain: A strategy to encourage Chinese companies to establish European and Latin American headquarters in Spain: Madrid, Bilbao and Barcelona

ESADEgeo position paper; no. 6
12/2010
11 p.

Chinese companies have completed various different transactions with Spanish companies in 2010. There is now an opportunity to encourage some of these Chinese companies to set up their European headquarters in Spain. Spain could position itself as a corporate hub for Chinese companies seeking to expand in Europe as well as in Latin America. Specific actions and results could be achieved in the short term with three companies (Sinopec, BYD and Chery), as well as with the sovereign wealth fund China Investment Corporation (CIC). All of these organisations are weighing their options for setting up regional headquarters in Europe. China Unicom and CITIC also present short-term possibilities, as they have privileged relationships with

Telefónica and BBVA. Both companies are considering moving their European headquarters from London to Madrid. In the medium term, Spain could seek further results with the oil companies CNPC and CNOOC, with the automaker Geely, and in particular with the high-tech companies Huawei and ZTE. In these efforts, the following Spanish companies could play a key role: Repsol with Sinopec; Bergé with BYD and Chery; BBVA with CIC and CITIC Securities; and Telefónica with Huawei, ZTE and China Unicom.

Santiso, Javier
The emerging world champions
ESADEgeo position paper; no. 3
10/2010
6 p.
Emerging sovereign wealth funds and multinationals are also investing in the sports world and in football in particular. In this respect, Spanish football clubs could become key entry points to make way for these new investors. Both Real Madrid and Barça are international brands with pulling power and unique business models; both could become key catalysts.

Santiso, Javier
The Guggenheim effect
ESADEgeo position paper; no. 15
05/2011
7 p.
A single building can change an entire cityscape. Frank Gehry's Guggenheim Museum, for example, put Bilbao on the world map. The same occurs with academic institutions, private fortunes, foundations and innovatory funding schemes could be used in combination to achieve maximum impact. We believe this is not pie-in-the-sky but rather something that could harness Spain's creativity to great effect.

Santiso, Javier
Innovating in international cooperation
ESADEgeo position paper; no. 4
11/2010
7 p.
International cooperation stands at a crossroads and many people now take for granted that the Millennium Goals will go unfulfilled. In this area too, it will be imperative to innovate: in this respect, bilateral development funds offer a unique opportunity. Spain could equip itself with a fund of funds of this sort withmcapacity to promote investment in venture capital funds in developing countries.

Santiso, Javier
The new Hispanic-Latin argonauts
Isbell, P.; Santiso, J.
ESADEgeo position paper; no. 12
02/2011
10 p.
We are now witnessing the encroachment of Hispanic-Latin corporate leaders into the top executive boardrooms across the United States and Europe. It appears that the long mentioned Hispanic-Latin potential is not just something to be forever pushed off into the future: it is materializing in the here and now.

Santiso, Javier
Sovereign wealth funds in Latin America
ESADEgeo position paper; no. 17
06/2011
6 p.
Sovereign wealth funds (SWF) are more fashionable than ever. They have just burst on the Spanish scene with heavy investment, particularly in Banco Santander and Iberdrola, by Qatar's SWF, Qatar Holdings. Total investment of €2,000m in each instance. These investments were also driven by an interest in Latin America, an emerging region in which Arab funds in particular seek to increase their stake.

Santiso, Javier
Spain 3.0
Barcelona: ESADE. Center for Global Economy and Geopolitics (ESADEgeo), 09/2010
ESADEgeo position paper; no. 1
7 p.
After decades of successful operation, the Spanish model of internationalisation has run out of steam. Spain must make a 'monkey jump' towards new products, services, and processes. Exporting existing product lines to new destinations will not be sufficient. The creation of an economy 3.0 will need the mobilisation of '3.0'applications and know-how.

Santiso, Javier
Start up Spain
ESADEgeo position paper; no. 14
04/2011
10 p.
Spain is at a crossroads and needs to change its production model. This change involves moving up the production value chain, which implies a commitment to innovation. This paper sets out specific proposals to encourage more innovation, including these ideas within another series of initiatives that have multiplied throughout 2010. The recession provides an opportunity to re-set the Spanish economy. This will not be achieved without breakthroughs in innovation as well in the field of economic policies.

Santiso, Javier
A vice-presidency for investment
ESADEgeo position paper; no. 10
01/2011
7 p.
A ambitious strategy could be designed if there were a Government Vice-Presidency in Spain entirely dedicated to the entry of gross foreign direct investment (FDI). The main function of its holder would be to attract investors and corporate headquarters. He or she would spend the bulk of his or her time sitting down with presidents and CEOs in the Americas, Asia and Europe, trying to convince them to establish their corporate headquarters in Spain and engage in investment.

Santiso, Javier
Capape Aguilar, Javier

Sovereign funds are helping strike a new world economic balance

ESADEgeo position paper; no. 18
07/2011
7 p.

Sovereign funds and emerging markets. In 2010, Sovereign Funds (SF) invested over 60% of their portfolios in non-OECD nations. Over US $30 bn1 of the money came from China, Latin America (basically Brazil) and South-East Asia (Malaysia and Singapore). Sovereign Funds and the Spanish link with Latin America. Recent movements in CEPSA, Iberdrola and Santander show the interest Spainhas in entering the burgeoning Latin American market. ESADEgeo: Agenda for activities covering Sovereign Funds. We propose a range of activities combining theoretical arguments and practical activities (SF operations and strategies, drawing up business case studies, annual conferences and a special Executive Education programme).

Saz-Carranza, Ángel

Towards a global governance of energy

Saz-Carranza, Á.; Pierce, K.
ESADEgeo position paper; no. 9
01/2011
9 p.

Energy is vital to modern life on earth. During the next twenty years, total global consumption of primary energy sources will increase by 45%. Oil will provide 30% of global energy until at least 2030; natural gas 22%. Energy exists under imperfect market conditions: demand and offer for energy resources are unbalanced at the nation-state level; information regarding energy-resources is imperfect and incomplete; energy has important negative externalities affecting global climate. Since pure market-governance is insufficient, alternative cooperative coordination is required to manage global energy. In light of the unsatisfactory institutional landscape of global energy governance, reforms are necessary to existing institutions.

Saz-Carranza, Ángel
García García, Irene

On the challenges of governance in the United States

ESADEgeo position paper; no. 19
07/2011
10 p.

As the President of ESADEgeo Centre for Global Economy and Geopolitics, Professor Javier Solana, remarked recently that, whilst Europe is closely monitoring what is happening in emerging countries, it does not pay enough attention to the most powerful nation in the world. Uncharacteristic trends are becoming apparent within the domestic politics of the country of self-reliance. Internally, there is a growing feeling of decline and an inability to recover from the economic crisis. Externally, the USA has retired from its role as global leader.

ESADEgeo working paper

BARCELONA: ESADE. CENTER FOR GLOBAL ECONOMY AND GEOPOLITICS (ESADEGEO)

Santiso, Javier

Emerging markets in capital markets: BRICs, sovereign funds and new power brokers

ESADEgeo working papers; no. 5
03/2011
9 p.

The world is seeing a new share-out of the wealth of nations that benefits emerging markets. The shock waves that have hit the world's financial markets over the last decade are fostering this transition. This article looks at how the new power brokers are establishing new world financial centres and players. We also look at how an economy like Spain's can jump on the bandwagon and to what extent BRICs and sovereign funds may become opportunities for Spanish firms and the nation's economy.

Santiso, Javier

Is there a democratic premium?: Elections and financial markets in emerging countries

Frot, E.; Santiso, J.
ESADEgeo working papers; no. 3
10/2010
6 p.

Over the past decades nearly all the major financial crises in developing countries have occurred in synchronization with electoral cycles. In the 2000's, this situation began to change, with many emerging countries experiencing a "decoupling" of their financial and electoral cycles. The presidential elections in Brazil, of October 2010 confirmed also this new trend, as the previous ones at the beginning of the year that took place in Colombia, Costa Rica or Chile. Politics matters for financial markets. The reverse is also true: Financial markets matter for politics. These complex links are particularly relevant in emerging markets. We focused on the links between the worlds of finance and politics. We specifically look at elections (as one of the major critical junctures in modern democracies) and the way portfolio managers react by investing or divesting during election times. One of the core questions we address-using unique and unexploited databases-is whether a democratic premium exists, in other words, whether financial markets (in this case portfolio managers of share and bond holdings) tend to react positively or negatively to elections in emerging markets and democracies.

Cases

Case Study Program

Arenas Vives, Daniel
Fosse, Jeremie

Acciona and the Green Revolution: Leading the global transformation towards sustainability

Barcelona: ESADE, 09/2010

28. p.

The case explains the main aspects of Acciona's strategy shift towards environmental sustainability between 2004 and 2009. It also presents the opportunities and threads related to climate change and renewable energy. Special emphasis is given to the change process undergone by the company, through the deployment of a new organizational culture, the open collaboration with key stakeholders, and the integration of eco-innovation on products and services.

Cano Giner, Josep Lluís
Sayeras Maspera, Josep M.

Grupo Torres

TEC de Monterrey

Zapopan, Jalisco (México): Tecnológico de Monterrey (TEC) - Centro Internacional de Casos, 06/2011

23 p.

El Grupo Torres había destinado recursos económicos para disponer de sistemas de información que ayudaran en la compleja administración de su negocio, pero los resultados no habían sido positivos. Tras distintos intentos de arranque fallidos, del área comercial sobre Movex© entre los años 2000 y 2003, desde la presidencia se decidió replantear el proyecto; la empresa comenzó por el proyecto "Integra" y posteriormente el del cambio del ERP en el mes de octubre de 2004. Paco López, gerente de Administración y Sistemas, debía asegurar el éxito del proyecto. Era la segunda semana del mes de junio de 2005 y tenía una reunión con Jorge Molón, director de Sistemas de Información del grupo que se había incorporado debido a su conocimiento sobre la solución escogida SAP. Durante la reunión debían decidir que debían hacer para asegurar el éxito del proyecto.

Carreras Fisas, Ignasi
Iglesias Pie, Maria

La introducción de un sistema de medición de resultados en la Fundación Secretariado Gitano

Barcelona: Instituto de Innovación Social de ESADE, 02/2011

35 p.

El caso plantea una reflexión y la toma de decisiones sobre el proceso seguido por la Fundación Secretariado Gitano para definir su estrategia y asociarle su sistema de medición de resultados.

Franch Bullich, Josep
Montaña Matosas, Jordi

FC Barcelona: More than just a club

Franch, J.; Montaña, J.; Turró, A.

Barcelona: ESADE, 10/2010

24 p.

FC Barcelona (Football Club Barcelona) is one of the most famous and richest football clubs in the world, with more than a hundred years of history. The club's business model has undergone important changes over the last 25 years, as has occurred with the entire football industry. Football has become an entertainment industry on its own, some years ago operating only locally and now globally. Today, football clubs are competing not only to win titles on the playing field but also to win market share, have more customers and generate higher profits by implementing different corporate and marketing strategies. Within this context, a major challenge for FC Barcelona marketing managers is how to expand globally, entering and growing in markets like North America or Asia, with high growth potential but where football is not the most popular sport. In addition, the main issue is how the FC Barcelona brand and its values can be made to appeal to those markets.

Moll Mendoza, Isa (tutor)
Montaña Matosas, Jordi (supervisor)

Essensis de Danone: Innovar entre dos mundos, la nutrición y la cosmética

Mas, L.; Moll, I, (tutor); Montaña, J. (supervisor)

Barcelona: ESADE, 11 /2010

28 p.

El caso Essensis de Danone pretende ilustrar la dificultad con que se encuentran hoy en día las empresas para generar valor añadido para el consumidor a través de nuevos productos. Esta necesidad imperiosa que tienen las empresas por innovar no siempre va ligada a una rápida aceptación por parte del consumidor haciendo que estas innovaciones requieran fuertes inversiones y constancia por parte de sus impulsores.

El caso de Essensis de Danone es un caso real de un lanzamiento innovador en la industria del gran consumo. Durante el trabajo en este caso, se comprenderá el proceso de trabajo que se siguió dentro del departamento de marketing. Desde la detección de la oportunidad en el consumidor, pasando por el desarrollo del marketing mix, hasta llegar al plan de marketing.

Y es que el mundo del marketing requiere reinventarse. Es necesario encontrar nuevas técnicas para escuchar al consumidor y saber comprender mejor el porqué de sus comportamientos. Solo así se podrán lanzar al mercado productos relevantes y con el suficiente valor añadido para los consumidores.

Montalvo García, Adolf (supervisor)
Mària Serrano, Josep F. (supervisor)

Corporate social innovation in East African Breweries Ltd (EABL): Senator keg (B)

Ogola, F. O. & Mungai, E. (authors); Montalvo García, A. & Mària Serrano, J. F. (supervisors)

Bedfordshire: European Case Clearing House, 05 /2011

11 p.

The June 14th 2004 meeting between Gerald Mahinda, EABL group managing director and his counterparts James Musyoki, Kenya Breweries Ltd (KBL) general manager, Ken Kariuki, EABL director of corporate affairs and Lemmy Mutahi, EABL marketing manager for emerging brands decided to continue with the Senator project. In concluding the meeting, Gerald was quite emphatic and very precise to the three colleagues: 'Do what it takes to profitably run the Senator business and compete head-on with the illicit brews. If necessary, position Senator differently from other EABL products. In this way there will be a win-win-win-win situation for all the parties - EABL, Diageo, government of Kenya and the Senator patrons'. The options before EABL team led by Lemmy reporting to Gerald was to modify the product, pricing strategy, packaging, marketing and distribution channels while negotiating with the government for tax concessions to make senator project not only socially but also economically viable. An interdepartmental team headed by Lemmy relaunched Senator as Senator Keg in November 2004 priced at KShs20 (US$0.26) per 300ml. This was after the government through Kenya Revenue Authority (KRA) and the Kenyan cabinet in August 2004 agreed to a 30% concession on excise duty on senator. The market uptake was unprecedented with volumes rising to make Senator Keg most widely consumed product of EABL by 2009. However, Senator's profitability remained way below that of EABL premium beer brands like Tusker and Pilsner, (for EABL's other brands see Exhibit 1). A major concern was that in late November 2009, the Kenyan parliament was to debate a bill to legalize traditional and illicit brews. While preparing his 2009 end of year Senator Report, Lemmy had to figure out whether the bill was a threat to Senator or it provided EABL with yet another opportunity for growth and profitability.

Murillo Bonvehí, David
Salsas Segura, Julia

SFC: Globalising a social entrepreneurship project

Berdforshire: European Case Clearing House, 03 /2011

20 p.

Jean Claude Rodriguez Ferrera is a social entrepreneur who has created a system of self-financed communities. This case analyses the system's methodology and model and examines how it is applied in other countries. To date, over 40 self-financed communities (SFCs) have been set up in Spain, 150 in Venezuela, 45 in Senegal, 2 in Portugal. Countries such as Hungary and Germany have already expressed interest in the system. The growth of and support for social innovation and entrepreneurship projects over the last few months, the possibilities of replicating them and the team's wish to make the project a global one has led it to consider new operating challenges.

Platikanova, Petya

Carrere group in the air

Barcelona: ESADE, 01/2011

20 p.

This case demonstrates a critical situation that management confronts in financial reporting - the choice of depreciation methods. Since this choice is justified with subjective arguments, such as the value of production rights hold, management can be tempted to overstate this value thus reporting higher-than-expected profit. This is a decision case in which students should decide on a possible change in the depreciation policy which would impact not only the Group's reported results and its relative position in the industry but also its perception by financial analysts and investors.

Ros Frizón, Lydia

Gheola. Estrategias de gestión del riesgo corporativo: riesgo de cambio

Ros, L.; Muñoz, J.

Barcelona: ESADE, 01/2011

52 p.

Gehola es un grupo que integra verticalmente distintas actividades dentro del sector turístico: agencias de viaje, tour operador, gestor hotelero, líneas aéreas. Algunas de las divisiones generan posiciones de riesgo en divisas de un volumen lo bastante importante como para afectar en gran medida a los resultados de la compañía. La directora financiera busca asesoría para tratar de minimizar el impacto negativo que dicho riesgo pueda suponer para la empresa.

Ros Frizón, Lydia

Hidrólica. Estrategias de gestión del riesgo corporativo: riesgo de precio de comodities

Ros, L.; Muñoz, J.

Barcelona: ESADE, 01/2011

54 p.

Hidrólica es una compañía dedicada a la producción y comercialización de soluciones para el ámbito energético, del agua, del medio ambiente y de la ingeniería. Su actividad principal se centra en la fabricación de bombas para la elevación o circulación de líquidos o fluidos de toda clase, especialmente de las sumergidas en líquidos, sean o no electromagnéticas. Sus costes dependen en gran manera del coste de una materia prima en concreto: el cobre. Ante la evolución de los mercados la empresa se plantea como gestionar el riesgo de variación del precio de ese metal.

Ros Frizón, Lydia

Promovire. Estrategias de gestión del riesgo corporativo: riesgo de tipo de interés

Ros, L.; Muñoz, J.

Barcelona: ESADE, 01/2011

49 p.

Promovire es un grupo de empresas cuya actividad se centra básicamente en dos áreas de negocio: la promoción residencial/comercial/industrial y su explotación. Como la mayoría de promotoras inmobiliarias, se financia principalmente mediante préstamos y créditos hipotecarios mostrando un balance muy apalancado lo que le genera una elevada exposición al riesgo de interés. Los bancos le exigen para ofrecerle financiación que gestione su exposición al riesgo de interés.

Soler Bigas, Beatriz
Costa Guix, Gerard
Giménez Thomsen, Cristina

Enza Zaden: La lucha por la diferenciación en el mercado de los tomates

Barcelona: ESADE, 10/2010

12 p.

Enza Zaden es una compañía multinacional situada entre las ocho grandes a nivel mundial que investiga, desarrolla y comercializa semillas hortícolas para el cultivo de hortalizas, creada en 1938 por un emprendedor holandés. En septiembre de 2010, el Director de Enza Zaden España, Portugal, Marruecos y Túnez debe efectuar recomendaciones al Comité de Dirección en Holanda sobre cómo conseguir que la demanda valore en mayor grado la innovadora oferta de variedades de semillas hortícolas de la empresa concretamente en el mercado de los tomates, un producto estratégico para la compañía. Para ello, debe determinar cómo dar a los clientes nuevas herramientas de diferenciación y creación de valor en un mercado con gran presión sobre los márgenes, permitiendo incrementar los precios y estimular la demanda de un consumidor final que es la que determina, en definitiva, la rentabilidad y beneficios de todos los agentes implicados en la cadena de suministro.

Valls Giménez, Josep Francesc
INGDirect
Barcelona: ESADE, 04/2011
27 p.
Before the financial crisis of 2008, Spain was one big bank. With 40,000 branches of financial institutions Spain was the country with the largest number of banking establishments in the world, with an average 95.87 branches per 100,000 persons, i.e. almost one branch per 1,000 people. There are many reasons for this enormous number of branches but the two most important reasons are political and cultural. The political reason was the protectionism traditionally exercised by the government over banks, the scope of which went further than setting interest rates. This policy prevented banks from using pricing to attract customers, forcing them to concentrate on their services: the main one being the proximity of the neighbourhood branch. Because interest rates were set, the branch nearest the customer would win the fight. The second reason is cultural and concerns the Mediterranean way of doing business: personal contacts, verbal agreements and handshakes. This business model based on personal contact, which gradually declined, also prompted the opening of more branches.
In a country with one branch per 1,000 inhabitants, banking is very personal and neighbourly. People get used to having a branch next door and speaking to staff personally. It was against this backdrop that the Dutch banking group aimed to implement a new banking concept based on a simple model with relatively low operating costs by taking advantage of direct channels, i.e. telephone and internet, without a single high-street branch.

Vila Fernández-Santacruz, Mar
Costa Guix, Gerard
Caso L'Auditori
Vila, M.; Costa, G.; Verdú, L.
Barcelona: ESADE, 08/2011
12 p.
L'Auditori forma parte de un consorcio juntamente con la Orquestra Nacional de Cataluña (OBC), el Ayuntamiento de Barcelona y la Generalitat de Cataluña. Es una empresa pública que tiene como misión difundir la cultura musical y acercarla a la sociedad. Su actividad se desarrolla principalmente en sus salas de conciertos. La programación se estructura en diferentes líneas en función del tipo de música de los conciertos y del público al que se dirigen las diferentes propuestas. Además, comparte instalaciones con el Museu de la Música y el ESMUC (Escola Superior de Música de Cataluña), centros con los que colabora. Cabe destacar su compromiso social que se refleja especialmente a través de los programas L'Auditori Educa y L'Auditori Apropa. Sus principales competidores directos a nivel local son el Palau de la Música y el Gran Teatre del Liceu en el ámbito musical. Los directivos de L'Auditori se dan cuenta de que en la gestión de la organización deben tener en cuenta a la vez dos importantes consideraciones: la misión social y la consecución de unos resultados económicos que permitan el desarrollo y crecimiento de la empresa. Este hecho tiene implicaciones en la toma de decisiones tanto a nivel de dirección como de gestión, en la determinación de los objetivos estratégicos y en el estilo de liderazgo de los principales directivos de la organización. El directivo debe saber gestionar a sus equipos, buscando una harmonía entre la consecución de los objetivos sociales de la organización y la obtención de un rendimiento económico a través de unos procedimientos eficaces y eficientes a la vez. Los retos a los que se enfrentan los directivos en un contexto tan particular como éste son el objetivo de estudio y de análisis de este caso.

Zhang, Yingying
Folguera Bellmunt, Conxita
Fozy in China: cultural factors
Bedfordshire: European Case Clearing House, 07/2011
19 p.
The case describes the internationalisation of Fozy Group in China, explaining its successful results since the beginning of the joint venture. However, this achievement has not been problem-free, but needed hard work and constant mutual adaptation. After detailing the evolution of Fozy Group and its internationalisation process, the case focuses on their operations in China, the formation of the joint venture with Fozychi, and prospects of their further corporate culture development. In particular, the case narrates the first encounters of the European and Chinese partners, how trust was built between them, how they elaborated the business plan, as well as aspects such as organisational structure, personnel exchange and communication, branding, services and self-realisation, and human resources. This case was written with the support of a Philip Law Scholarship awarded by ECCH.

Other Cases

Gimeno Sandig, Alberto
Caso Natura Bissé
Gimeno Sandig, A.; Parada Balderrama, M. J.; Maratchi Legrain, A.
Barcelona: ESADE, 11/2010
53 p.
Natura Bissé es una empresa familiar fundad en 1979 que opera en el sector cosmético. Su crecimiento se ha basado fundamentalmente en dos ejes: productos de gran calidad y un modelo de negocio innovador. Este trabajo tiene por objetivo explorar cómo el *familiness* puede revelarse un recurso clave para el éxito de la empresa familiar y la necesidad de su adaptación a lo largo del tiempo. Es un ejercicio teórico así como práctico que utiliza distintos modelos teóricos, hasta la fecha no combinados, con el objetivo de elucidar qué cambios y hacia qué modelo de empresa familiar tiene que dirigirse una compañía para poder responder a sus necesidades coyunturales e intrínsecas en este momento de su historia. El caso específico de Natura Bissé es un ejemplo ilustrador de empresa familiar que ha basado su desarrollo en sus recursos familiares y por lo tanto permite muy bien ilustrar la importancia del *familiness* y de los recursos, así como la necesidad de evolucionar y adaptar dichos recursos en el tiempo a las necesidades de la empresa y de la familia.

Valls Giménez, Josep Francesc
Privalia
Barcelona: ESADE, 04/2011
11 p.
There was simply no market or, if there was one, it was tiny. This was because it was a new product for a new market. Brands built up surpluses from previous seasons and they wanted to get rid of them. At the same time, there was a critical mass of customers who were willing to buy at cut-price for these products. There was no physical or virtual place where brands and customers could match supply with demand. There was a growing number of outlets and small street markets but no structured market capable of channelling the volume needed. Two young Catalan entrepreneurs, one with experience in consultancy and the other in the fashion market, saw an opportunity. Internet facilitated the creation of a secondary market for major brands' surpluses from previous seasons and there was a growing number of customers interested in buying these products at a bargain price. To satisfy this latent demand, they came up with the idea of an online outlet.

Book Reviews

Arjona Sebastià, César
***The idea of justice* by Amartya Sen**
London: Allen Lane, 2009. 467 p.
Book review in: Anuario de Filosofía del Derecho, no. XXVII, 06/2011, p. 401-407

Murillo Bonvehí, David
***El món no se'n surt: un tractat sobre els malestars del present* by Tony Judt**
Barcelona: La Magrana, 2010. 190 p.
Book review in: VIA: Valors, Idees, Actituds, no. 15, 05/2011, p. 162-164

Murillo Bonvehí, David
***La por dels bàrbars: més enllà del xoc de civilitzacions* by Tzvetan Todorov**
Lleida: Pagès, 2009. 280 p.
Book review in: VIA: Valors, Idees, Actituds, no. 14, 12/2010, p. 240-242

Monographs

Alfaro Faus, Manuel
Vallés López, Ismael
Singh, Jatinder Jit

Estudio sobre las actitudes y comportamientos saludables de la gente mayor en su hidratación

Alfaro Faus, M.; Vallés López, I.; Salart Mas, L.; Guardia Raventós, A.; Singh, J.
Madrid: Fundación Edad & Vida, 11/2010
70 p.

El estudio tiene como objetivo conocer los hábitos de hidratación, en las personas mayores de 50 años en España.
Adopta una perspectiva social, desde el punto de vista de los hábitos de consumo, dejando a un lado la perspectiva médica. Así, estudia los factores internos y externos que definen el consumo y aplica el modelo transteórico de cambio de comportamiento propuesto por autores como Prochaska, DiClemente y Andreasen.
El análisis del consumo pone en evidencia que dos terceras partes de los mayores de 50 años en España se hidratan de forma insuficiente, estableciendo como mínimo 2 litros diarios de hidratantes, y que este consumo empeora con los años. Entre los factores que explican la modulación del consumo encontramos condicionantes positivos como tener sed, cuidar de la salud y del aspecto, hacer ejercicio, el consumo social y cultural de bebidas y la respuesta a factores ambientales. Entre los factores negativos destacan los efectos del envejecimiento y las dificultades de compra.
El estudio también ahonda en cómo debe hacerse la transición entre un comportamiento desalineado, caracterizado por no beber un mínimo de dos litros al día a otro de alineado que implica superar esta cantidad. Identifica y cuantifica las 5 etapas por las que pasa una persona en un cambio de comportamiento, además, explica los procesos que favorecen los cambios, a saber, ahondar en el conocimiento del problema, facilitar herramientas y explicar beneficios.

Ballabriga Clavería, Fernando
Comajuncosa Ferrer, Josep M.

Informe económico

Barcelona: ESADE. Departamento de Economía, 05/2011
40 p.
ESADE. Informe económico; no. 10

El Informe repasa las claves de la economía mundial, europea y española. Como sucedió con el impacto de la crisis, la incipiente recuperación está siendo dispar a escala global. Europa afronta la primera grieta de la Unión Económica y Monetaria. España trasluce la identidad propia de su crisis y afronta uno de los horizontes más inciertos. Principales conclusiones del informe: la asignatura pendiente de España es acometer las reformas necesarias para volver a generar confianza en los mercados. Esta confianza solo se recuperará si demostramos que somos capaces de generar renta y pagar deuda. La única vía que tenemos, a corto plazo, para ser competitivos es reducir costes y salarios. En 2011, el PIB crecerá un 0,7 %, lo que significa que nos situaremos en un periodo de estancamiento. Retrasar la edad de jubilación voluntaria de los 61 a los 65 años tendría mayor repercusión a corto plazo que retrasar la jubilación a los 67. No será hasta 2012 que la economía catalana crecerá al 2 % y la tasa de paro disminuirá.

Ballabriga Clavería, Fernando
Comajuncosa Ferrer, Josep M.

Informe económico

Barcelona: ESADE. Departamento de Economía, 05/2011
38 p.
ESADE. Informe económico; no. 11

En este número del Informe Económico se analiza la evolución reciente de las cuentas públicas, destacando el papel de cada componente. El papel del componente asociado a la remuneración es dominante, y dentro de él son los salarios más que el empleo el factor de mayor importancia relativa en su crecimiento. Sin embargo, el componente asociado al gasto público en bienes de consumo ha ido ganando importancia relativa de manera muy significativa durante los últimos años. El gasto en productos sanitarios representa la partida individual más importante de este componente, pero no ha sido la partida sanitaria la que ha dominado el fuerte crecimiento experimentado por este componente del consumo público. En el ámbito del sector exterior, hay que entender que representa la puerta de salida de la crisis y que, en consecuencia, debe potenciarse lo más posible. El análisis descriptivo presentado en este número evidencia sus puntos débiles: déficit sostenido de la balanza comercial, alta concentración geográfica y dominio de las exportaciones con contenido tecnológico medio. Estas deficiencias indican las áreas que deben constituir el objetivo de la política económica. Corregir buena parte de estas deficiencias requiere tiempo, pero hay margen para la acción inmediata en el aspecto clave de la recuperación de la competitividad perdida desde la adopción del euro. La moderación de precios y salarios debe actuar como terapia de shock mientras la productividad, la innovación y la diversificación van ganando terreno.

Bonache Pérez, Jaime Alfonso
Folguera Bellmunt, Conxita
Trullén Fernández, Jordi

Proyecto InnovaRH: innovación en gestión de personas

Bonache, J.; Folguera, C.; Trullén, J.; Zárraga, C.
Barcelona: ESADE, 11/2010
100 p.

En este trabajo se recogen los resultados de las primeras dos fases del proyecto InnovaRH. En concreto, el informe se centra en analizar tres temas: 1.- En qué áreas de gestión del talento se han centrado los esfuerzos de innovación en las empresas multinacionales que forman el consorcio InnovaRH; 2.- Qué innovaciones esenciales se han generado en los últimos 5 años en estas empresas; 3.- Por qué unas innovaciones tienen más éxito que otras. El informe responde de manera gráfica a esas cuestiones y analiza estadísticamente los resultados de la encuesta a más de 700 empleados de las empresas del consorcio en torno a los factores que facilitan o dificultan la Innovación en gestión del talento.

Gimeno Sandig, Alberto

L'empresa familiar a Catalunya: una anàlisi del risc estructural

Gimeno Sandig, A.; Comacros Raventós, J.
Girona: Fundació Jaume Casademont, 10/2010
90 p.
Baròmetre de l'empresa familiar a Catalunya: Col·lecció d'estudis; no. 4

L'objectiu ha estat presentar un model pràctic per a la gestió de l'empresa familiar, posar a la disposició de les empreses familiars un sistema expert de diagnòstic (FBK-Diagnostic) que els permeti identificar possibles millores en la seva gestió i elaborar un informe general amb les dades agregades del conjunt de companyies.

Puig Bastard, Pere
Batista-Foguet, Joan Manuel

Barómetro de las empresas de Estados Unidos en España: perspectivas para el año 2010

Barcelona: ESADE, 11/2010
82 p.

La Cámara en colaboración con ESADE publica la séptima edición del Barómetro de las empresas de EE.UU. en España. El Barómetro recoge las opiniones sobre la situación y las perspectivas para el 2011 de las empresas estadounidenses establecidas en España. Compañías americanas socias y no socias, participan en la elaboración de el Barómetro de los negocios norteamericanos en España.

Serlavós Serra, Ricard

Pensar el lideratge. Les competencies en l'exercici efectiu del lideratge

Barcelona: ESADE. Càtedra LideratgeS i Governança Democràtica, 04/2011
23 p.
QuadernS de lideratge, no. 28

Una reflexió sobre la contribució des del camp de les competències a la comprensió dels factors que influeixen en l'exercici efectiu del lideratge. S'analitzen diferents enfocaments sobre el que es pot entendre per un exercici efectiu del lideratge advocant per una integració de totes elles i proposant una idea de lideratge com a procés d'influència al servei d'un determinat projecte comú. En aquest procés, les competències són l'expressió conductual de l'efectivitat, manifestada en formes concretes i intencionades d'actuar en una situació determinada que produeixen uns efectes visibles sobre els altres i sobre el resultat final aconseguit.

Serra Martín, Albert (ed.)
Longo Martínez, Francisco
Losada Marrodán, Carlos
Saz-Carranza, Ángel
Tarrach Colls, Anna

Anuario PARTNERS 2010: realidades y prospectivas de la cooperación público-privada

Serra, A. (ed. & autor); Abelaira, J. L.; Costas, A.; Longo, F.; Losada, C.; Saz-Carranza, Á.; Tarrach, A.; Valls, J.
Barcelona: ESADE, 12/2010
350 p.

La primera edición del Anuario PARTNERS propone un estado de la cuestión sobre distintas dimensiones de la interacción públicoprivada. En primer lugar, Albert Serra y Ángel Saz-Carranza, director y coordinador ejecutivo de Programa PARTNERS, exponen una propuesta de marco conceptual del *management* de la cooperación público-privada, que permitirá ordenar todo el conocimiento presentado en este volumen. El segundo capítulo, por Anna Tarrach, presenta un estudio que intenta, por primera vez, cuantificar la dimensión económica de la cooperación público-privada en Cataluña con la intención de poder extender a toda España, en el futuro, este análisis. En el tercer capítulo, Ángel Saz, expone gran parte de la actividad investigadora de PARTNERS durante estos dos años de trayectoria.
Finalmente, el Anuario pone a disposición del lector algunos aspectos específicos de la cooperación público-privada abordados por reconocidos expertos en la materia.

Serra Martín, Albert
Saz-Carranza, Ángel
Deumal López, Eva
Sanz Corella, Beatriz

Les noves tecnologies i la modernització del món local

Barcelona: ESADE, 09/2010
165 p.

El treball l'ha realitzat l'Institut de Governança i Direcció Pública (IGDP) d'ESADE per a Localret, amb la col·laboració dels ajuntaments de Cambrils, Sant Boi de Llobregat, Sant Cugat del Vallès, Sant Feliu de Llobregat i Polinyà.
Aquest informe explora la relació entre les estructures organitzatives als governs locals, al marc de la gestió per resultats. sobre l'aplicació dels sistemes d'informació per a la gestió per resultats a l'àmbit dels ajuntaments.
L'estudi ha constatat que la inclusió de les TIC en el funcionament ordinari dels ajuntaments ha permès que l'Ajuntament de Cambrils hagi millorat la gestió econòmico–pressupostària amb la creació d'eines de suport informàtiques especifiques que li han possibilitat poder conèixer a temps real l'estat d'execució de les despeses; Sant Feliu de Llobregat s'ha convertit en un referent de gestió de canvi integral i el de Polinyà, ha superat les barreres de la modernització tecnològica. Sant Boi de Llobregat, per la seva banda, ha estat capaç d'implementar un sistema de planificació, informació i seguiment del pla d'acció municipal i l'Ajuntament de Sant Cugat del Vallès ha implantat una nova cultura de gestió pública gràcies al projecte PACTE de Sant Cugat d'alineació i competitivitat estratègica.

PhD

Theses

Alsina Cerdà, Eugènia
Vernis Domènech, Alfred (dir.)
Análisis en profundidad de dos casos de empresas de inserción en Cataluña: gestión y trabajo en red

Universitat Ramon Llull. ESADE
07/09/2010

En esta tesis se presenta un análisis profundo de dos casos de Empresas de Inserción en Cataluña, su gestión y su trabajo en red.
En un inicio, se sitúa cuál es el estado de la cuestión, el concepto de investigación, la revisión bibliográfica, las preguntas de investigación y la metodología utilizada en la investigación, seguida de una parte clarificadora de conceptos importantes para esta tesis como son la pobreza, la exclusión social en los países desarrollados y la falta de empleo como principal motivo de exclusión.
La segunda parte se refiere a los actores que han luchado históricamente contra la pobreza en los países desarrollados. En ella se estudia el papel de los organismos internacionales, los estados, las administraciones públicas, la economía social, el tercer sector, las empresas y las cajas de ahorro en la lucha contra la pobreza y la exclusión social.
Posteriormente, se consideran los nuevos actores para la inclusión social, del liderazgo, el emprendurismo, el gobierno y la gestión a los ecosistemas y las redes. Por ello se analizan los emprendedores sociales y los negocios inclusivos, las empresas de inserción social y los problemas de los emprendedores sociales en Cataluña.
A continuación, se analizan los casos de APRISE EI y EI ADADL´ENCANT a fondo. Se empieza con sus datos básicos e históricos, sigue el alineamiento entre el negocio y el trabajo de inclusión social, la definición del modelo de negocio, los datos básicos de su gestión interna y de Recursos Humanos, los datos sobre el ecosistema, los datos de la creación de valor social y económico en la organización.
Se sigue con un análisis comparativo de los dos casos y del conjunto del sector, centrado en los datos básicos e históricos del negocio inclusivo, en el alineamiento entre el negocio y el trabajo de inclusión y del modelo de negocio, haciendo referencia cruzada a lo que dice la literatura. También, se encuentra un análisis comparativo de los datos básicos de gestión interna de la organización y de la gestión de recursos humanos en los dos casos, haciendo referencia cruzada a lo que se dice de ella en la literatura. Además, hay un análisis comparativo de datos sobre el ecosistema que acompaña al negocio inclusivo en los dos casos, haciendo referencia cruzada a lo que dice la literatura, y un análisis comparativo de datos sobre la creación de valor social en la organización y sobre la creación de valor económico en los dos casos, junto con la referencia cruzada a lo que dice la literatura. También, se presenta la evolución de las estructuras de segundo grado del sector (Europa, España y Cataluña). Y lo que piensan las empresas de inserción del trabajo en red y qué esperan de él, más cuáles son sus relaciones y la gestión de las mismas.
Se termina con unas conclusiones generales del análisis realizado.

Busquets Carretero, Xavier
Orchestrating network behaviour for innovation

Pedersen, M. K. (dir.)
Copenhagen Business School
24/09/2010

This thesis is about innovation and power. Human nature has always been expressed by our capacity to innovate and adapt to almost any environment (Bowlby, 1962; Giddens, 1991). In the 20th century, the primary function of business organisations was to invent, produce and commercialise their products and services in different markets. As a matter of fact, business organisations in the last century proved to be the best way of disseminating innovation (Schön, 1971). Currently in the 21st century, there is a call to better understand how new ideas, technology and sources of knowledge are managed, based on the premise that novelty can unfold anywhere and that innovation cannot be considered a linear process consisting of a chain of activities.

Dröge, Henning
Ramis Pujol, Joan (dir.)
Opening up innovation in services: Absorptive capacity in radical and incremental service innovation

Universitat Ramon Llull. ESADE
14/01/2011

In recent years, many organisations have started to shift from rather closed to more externally oriented, open innovation approaches, driven by increasing uncertainty and dynamism in their external environment. In consequence, organisations need to learn about such change fast and have to acquire new knowledge in order to react to new external conditions. In response, a firm's absorptive capacity (ACAP), defined as the capability of a firm "to recognise the value of new, external information, assimilate it, and apply it to commercial ends" (Cohen & Levinthal, 1990: 128) has emerged as an important concept. Recent studies have frequently conceptualised absorptive capacity as a static concept and have focused mainly on the knowledge base residing within the absorbing organisation or antecedent conditions of ACAP. As a result, the processes operating in organisations to absorb external knowledge have not been a focal element of existing work. In addition, while research on product innovation has already revealed first valuable insights, in service innovation literature, external learning is still one of the least researched topics, even though several researchers have called for more research in this domain. Based on this need for more insight into the external learning process in services, the aim of this thesis was to enhance understanding of the factors and procedures required to successfully absorb external knowledge during radical and incremental service innovations.
The primary contribution of this thesis constituted the identification of an ACAP process model which takes into consideration the idiosyncrasies of radical and incremental service innovation. Further, the identified ACAP process was analysed regarding its relation to the general innovation process in which the importance of a parallel, aligned flow of both the innovation and the absorption process was identified. Finally, it crystallised that this identified process model is influenced by a number of internal and external facilitators and inhibitors. In consequence, this thesis provides a holistic account of successful external learning activities in radical and incremental service innovation.
As a result of presenting a study on absorptive capacity in services which was based upon qualitative data, this allowed for the identification of a much richer understanding of the phenomenon than was previously available. The in-depth study of individual innovation projects allowed for the identification of a much more dynamic model of absorbing external information than was reflected in current research. Furthermore, the inclusion of both successful and struggling case examples strengthened overall findings. In addition, it crystallised that absorbing external information during innovation projects can fail and may negatively affect the overall outcome of innovation. Hence, absorbing external information during service innovation calls for intensive managerial attention.

Hinojosa Ramírez, Sergio Alejandro
Mena López, Francesc Xavier (dir.)

Opciones reales y análisis costo-beneficio en inversiones desarrolladas mediante asociación público-privada

Universitat Ramon Llull. ESADE

24/11/2010

En la presente tesis doctoral se realiza una monografía, con orientación a las opciones reales, sobre evaluación y valoración de proyectos de inversión pública e infraestructura desarrollada a través de esquemas de asociación público-privada (PPP). La tesis contiene seis capítulos y en cada uno de ellos se presentan las conclusiones correspondientes. En el primer capítulo, se examina la relación entre evaluación social de proyectos de inversión pública y las opciones reales a través de una revisión de literatura a fin de construir un marco conceptual. En el segundo capítulo, se realiza una valoración financiera para una aplicación particular de una opción real: las garantías financieras otorgadas por los gobiernos a proyectos públicos desarrollados bajo esquemas de asociación público-privada. En el tercer capítulo, se utiliza la metodología de valoración contingente y regresión logística PROBIT para la estimación de la demanda y de los beneficios económicos de un proyecto de infraestructura cultural desarrollada mediante asociación público-privada.

En el capítulo cuarto, se estima para el caso de Chile la relación entre retorno esperado y riesgo en la industria de concesiones de obras públicas (PPP) para las autopistas interurbanas y aeropuertos. En el quinto capítulo, con la finalidad de conocer las razones que explican la falta de uso de las garantías financieras que otorgan los organismos multilaterales (GRP), como mecanismo de facilitación del financiamiento de los proyectos de inversión en infraestructura con participación del sector privado en Perú (PPP), se desarrolla una aproximación cuantitativa que se divide en dos partes: a) un análisis factorial exploratorio para determinar los factores que sustenten un modelo conceptual más amplio y, b) un desarrollo de regresión ordenada para determinar las variables que explican la disposición a usar las garantías.

Finalmente, en el capítulo seis se desarrolla una metodología conceptual y aplicada orientada a la construcción de un Índice de Elegibilidad de Asociaciones Público-Privadas (Índice PPP) en infraestructura, que puede ser implementado en etapas tempranas al momento de identificar la viabilidad de un proyecto a ser desarrollado mediante un esquema PPP. Se presenta un análisis conceptual de fundamentos económicos, financieros y de Project Management de los esquemas PPPs, el cual brinda un soporte inicial para fundamentar la construcción de un Índice de Elegibilidad para esquemas PPPs. Esto último se desarrolla tomando como caso de estudio las experiencias de Chile, Perú, México y Colombia y utilizando la metodología de análisis factorial exploratoria y confirmatoria.

León Núnez, Miguel Luis
Palau Montañana, Jordi (dir.)

Factores que condicionan la elección de una carrera universitaria por parte de los alumnos de último año de secundaria en Chile

Universitat Ramon Llull. ESADE

06/09/2010

La educación superior de calidad es una contribución indispensable al desarrollo de las naciones, especialmente en nuestros días que estamos insertos en una sociedad del conocimiento. Hoy no existe ninguna duda que para aprovechar las ventajas de la globalización es necesario contar con capital humano calificado y capacidad de innovación, ambos elementos es posible desarrollarlos, en parte, basándose en el sistema de educación superior de cada país.

Por otra parte, el número de estudiantes de educación superior a nivel mundial ha pasado de 13 millones en los años 60 a más de 110 millones en nuestros días, siendo los países en vía de desarrollo los que han aumentado más significativamente su tasa de cobertura. En Chile la tasa de cobertura pasó de 10% en 1980 a 33% en el año 2005 y se espera que llegue a niveles del 50% en el 2015.

Por su parte, el sistema de educación superior chileno ha mostrado en los últimos años signos inequívocos de operar como una industria competitiva donde la mayor parte de la oferta -hoy día-es ofrecida por instituciones privadas que realizan estrategias "empresariales" agresivas para competir en el mercado, muchas de ellas realizan gastos e inversiones significativos en mejoras a la calidad y en campañas de marketing, con el objetivo de atraer más y mejores estudiantes cada año, no obstante, hasta la fecha no existen modelos que expliquen los factores que determinen la conducta de compra del consumidor (es decir, los potenciales alumnos de las universidades) a la hora de seleccionar una carrera universitaria.

En este contexto, el objetivo de esta investigación ha sido contribuir a entender la conducta de los estudiantes de secundaria en Chile (el consumidor) a la hora de elegir una carrera universitaria. La pregunta principal del estudio fue ¿Cuáles con los principales factores que explican la elección de una carrera universitaria por parte de los alumnos de secundaria en Santiago de Chile? y qué relación existe entre ellos.

Para el logro de los objetivos de investigación se realizó una amplia revisión de la literatura existente, tendiente a identificar los modelos teóricos existentes, así como para orientar la fase exploratoria del proyecto, que se realizó mediante técnicas de *focus group* y entrevistas en profundidad.

Con los resultados de la fase exploratoria se construyó un instrumento de medición (el cuestionario) el cual fue aplicado a una muestra aleatoria de 1.401 estudiantes, agrupados en tres estratos. Hemos utilizado Análisis Factorial Confirmatorio, para el análisis de la data recolectada y en simultáneo obtener los modelos explicativos que buscamos de la forma Path Diagram.

Después de realizar el análisis de datos y varias rotaciones al modelo hemos identificado 4 variables latentes (constructos) con un alto grado de significancia, estos son: prestigio, calidad, ambiente y conveniencia.

Los resultados y conclusiones de este estudio esperamos contribuyan a complementar la literatura existente, aportar un marco teórico asociado al fenómeno en estudio y que además sirva de apoyo en el diseño de Planes de Marketing de las Universidades Chilenas.

Finalmente, futuras investigaciones podrían ampliar el estudio a otros países de regional latinoamericana, así como realizar estudios longitudinales para ver el comportamiento de los consumidores (los alumnos) después de su ingreso a las universidades.

Malagueño de Santana, Ricardo
Bisbe Viñas, Josep (dir.)

The use of management accounting and control systems for the enhancement of organisational outcomes

Universitat Ramon Llull. ESADE

15/07/2011

The purpose of this thesis is to examine the extent to which the usage and style-of-use of management accounting and control systems (MACS) by senior management contribute to the achievement of desirable organisational outcomes. In this research, organizational outcome is conceptualised in terms of product innovation and financial performance. Based on contingency theory, this research is organised in a compendium of four articles. A theoretical paper and three empirical research studies that rely on two pre-existent surveys and an original survey exclusively developed for this dissertation are bases for hypotheses testing. The aim of each of the four research pieces of this thesis is the one of contributing to advance our knowledge on the effects and means by which the use of MACS is capable of enabling and supporting organisational success. Two research papers examine organizational outcome in terms of 'innovation outputs', whereas other two articles concentrate on the organisational outcome in terms of 'organisational performance'. The first paper in this dissertation aims to contribute to the recent levers of control (LOC) (Simons, 1995) literature on the relationships between innovation and MACS by emphasizing the importance of the choice by which individual MACS are selected for interactive use. Using a preexisting survey collected from 57 medium-sized Spanish firms, we find evidence supporting (1) the choice of individual MACS selected for interactive use is associated with 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 outcomes, suggesting instead that it may induce the replication of existing dysfunctional trends caused by innovation momentum. The second paper examines the influence of MACS on the development of some key organisational capabilities related to innovation processes. More specifically, this research examines the associations between different forms of control (cultural controls, interactive controls, diagnostic controls) and the capabilities required in the creativity and conversion ability stages of the innovation process. We examine these associations separately for entrepreneurial and conservative firms. Using survey data collected from 120 medium and large Spanish companies, we find evidence supporting that each form of control within the control package has diverse influences on the different stages of the innovation process and that the significance and direction of these influences varies between entrepreneurial and conservative firms. By associating specific forms of control within the control package with specific components or stages of the innovation process, our results highlight the simultaneous complementarities and supplementarities between specific forms of control. The third paper aims to review how the construct 'performance' has been assessed in prior contingency-grounded, survey-based management accounting and control systems research, to analyse the alternative approaches that have been adopted in the literature, and to provide some insights for enhancing the assessment of performance in future survey-based empirical research. First, the paper identifies a total of 82 survey-based, contingency-grounded papers published in top accounting journals in the period 1982-2008 where performance was used as a variable of analysis. Specifically, this study examines the problems of a) conceptualization that are reflected on threats to construct validity and b) measurement. The article emphasizes issues that could assist researchers in selecting between the various available choices of performance measurement by considering their respective weaknesses and strengths. Finally, a fourth paper examines the extent to which the use of Strategic Performance Measurement Systems (SPMS) influences organisational performance through the shaping of the strategic agendas and the strategic decision arrays that result from strategy (re)formulation processes. In this research we defined SPMS as management tools that are characterised by a combination of high levels of four constitutive dimensions (i.e. the integration of long-term strategy and operational goals, the presence of multi-perspective metrics, the inclusion of cause-effect linkages, and the presence of a sequence goals/targets/action plans). We argue that organisations that use SPMS achieve enhanced performance (in comparison with those firms that use other performance measurement systems not qualified as SPMS) and that this enhancement is associated not only with a better implementation of intended strategies as it has been assumed in previous empirical research, but also with the comprehensiveness of the strategic agendas and strategic decision arrays obtained in the processes of (re)formulation of intended strategies. Results from tests of a structural model using Partial Least Squares (PLS) regressions on archival and survey data collected from Chief Executive Officers of 279 medium and large Spanish companies provide support in favour of hypotheses suggesting that a) the positive effect of the use of SPMS on organisational performance is mediated by the comprehensiveness of the strategic decision array (i.e. variety and number of decisions) that result from strategy (re)formulation processes; and that (b) the greater the environmental dynamism, the more positive the effect of the comprehensiveness of the strategic decision array on organisational performance.

Ostos Mariño, Jhony Lionel
Ramis Pujol, Juan (tutor)

Efecto mediador de la innovación organizacional en la relación entre el entorno y el desempeño organizacional en empresas del sector servicios

Yamakawa Tsuja, P. (dir.); Ramis Pujol, J. (tutor)
Universitat Ramon Llull. ESADE
06//07/2011

Diversos escritos consideran al entorno como un elemento importante en la obtención de un desempeño organizacional superior, e incluyen en esta relación a la innovación organizacional como una variable mediadora. Algunos autores sostienen que no hay suficiente evidencia de esta mediación y, por tanto, que no puede ser comprobada (Tidd, 2005; Han, Kim & Srivastava, 1998). En este contexto, esta tesis presenta un modelo conceptual de la innovación organizacional como variable mediadora entre el entorno y el desempeño organizacional, e incluye a las características organizacionales y estrategias de negocio como variables moderadoras entre la innovación organizacional y el desempeño organizacional. El estudio se realizó a partir de una muestra de empresas de servicio. Los resultados indican que existen evidencias de una mediación parcial de la innovación; y se comprueba que la innovación técnica influye significativamente en el desempeño organizacional, pero no así la innovación administrativa, lo que refuerza el planteamiento de que las empresas deben mejorar la baja percepción de la importancia de la innovación administrativa para conseguir un desempeño organizacional superior.

Pérez Echebarri, Hugo
Bisbe Viñas, Josep (dir.)

La influencia de los sistemas de medición del desempeño estratégico sobre las decisiones empresariales

Universitat Ramon Llull. ESADE
27/01/2011

Los procesos de toma de decisiones directivas y de gestión y medición del desempeño son centrales en la gestión estratégica. El proceso de gestión estratégica es de carácter dinámico, continúo y sistémico. Sin embargo, los factores que afectan la estabilidad estratégica pueden ser inesperados, volubles e irregulares. Esta tesis se ha centrado en cuatro objetos de análisis: los sistemas de medición de desempeño, las decisiones directivas, la incertidumbre del entorno, y el desempeño organizacional. En esta tesis se ha planteado un estudio cuantitativo para contrastar una serie de hipótesis respecto a ambas cuestiones de investigación. Estas hipótesis han sido sometidas a un contraste empírico a partir de datos recogidos en base a 179 respuestas a un cuestionario físico, aplicado a miembros del TMT (Top Management Team) de organizaciones con actividades en Ecuador y Colombia. Los resultados de la investigación sugieren que un primer aporte de esta tesis a la literatura anterior es el enfoque en la congruencia entre decisiones directivas como un atributo importante en la interrelación entre Plan Estratégico y Plan Operativo dentro del Ciclo de Gestión Estratégica (Kaplan y Norton, 2008, 2010), y sobre el que anteriormente se había prestado poca atención. En segundo lugar, la tesis contribuye a entender que una de las vías por las que los sistemas estratégicos de medición de desempeño ayudan a un mejor desempeño de gestión es a través de asegurar una mayor congruencia o sincronía entre las decisiones directivas, distinguiendo cómo los distintos tipos de congruencia afectan a distintos aspectos del desempeño de gestión. Respecto a este segundo aporte, esta tesis demuestra específicamente que, dentro del desempeño de gestión, la mayor alineación estratégica interna está asociada a la congruencia entre las decisiones estratégicas, mientras que la capacidad de cuestionamiento estratégico está asociada a la congruencia entre las decisiones de carácter operativo, y la rapidez de respuesta estratégica está asociada a la congruencia entre las decisiones de carácter estratégico y operativo. Finalmente, la tesis contribuye a la discusión recientemente abierta en la literatura sobre si los SPMS son adecuados en entornos muy dinámicos, y concluye que el impacto diferencial del uso de SPMS sobre el desempeño de gestión es más débil en entornos dinámicos, lo cual está en línea con la corriente de estudios que remarcan los riesgos de rigidez en los SPMS.

Scarlata, Maria Rosa Giovanna
Alemany Gil, María Luisa (dir.)

Inside the philanthropic venture capital investment model: an exploratory comparative study

Universitat Ramon Llull. ESADE

13/09/2010

This dissertation is a first exploratory study on philanthropic venture capital, a new and particular financing form available for social entrepreneurs that unites the profit-seeking investment principles characterizing the traditional venture capital investment model with social aims. The provision of capital and non-financial services to social enterprises are considered of key importance towards the maximizations of social impact as both elements are needs to enable social enterprises in becoming self-financially sustainable and thus able to successfully play in the marketplace.

The main assumption underlying the philanthropic venture capital's value proposition is that size matters: funding growing social organizations is a sign of social success and relevance. The basic commitments are grounded in the belief that philanthropic funds need to be applied to important social problems and that funders must strive to maximize the social impact of their investment and only through growth the aim can be achieved. Philanthropic venture capitalists believe sustainability can be the link between growth and social impact maximization: if social enterprises are able to become self-financially sufficient, they can focus on their social mission.

However, since the value proposition of the venture capital and philanthropic venture capital investment models are different, the key issue is understanding how the practices used in the former are modified by the latter. Grounded in an asymmetric information and stewardship theory framework and using a two step research design, I build on and contribute to previous work on venture capital and social entrepreneurship showing how adverse selection is mitigated in the deal flow and selection stages of the investment model. In addition to this, I also analyze how moral hazard issues shape the deal structuring and post-investment phases.

Results indicate that philanthropic venture capital investments are indeed characterized by adverse selection which is managed through a proactive search of new deals which are then selected based on the human capital of the social entrepreneur. On the contrary, moral hazard tends to be a marginal issue in the deal structuring and post-investment phased of the investment, with investors acting as stewards of the organizations they back rather than principals.

Turnbull, Chad
Bonet Guinó, Eduard (dir.)

An investigation of work motivation: Typologies of 21st century business

Universitat Ramon Llull. ESADE

04/05/2011

The dissertation has conducted a study of business school students from several countries who are about to enter the global workforce. The aim of the research study was driven by discovering and understanding the phenomenon of the work motivation of future entries into the business world. The dissertation is based on primary data collected by the researcher, which includes 44 in-depth interviews, two focus groups, written documents and four years of direct observation in four universities.

The academic community has concluded that work motivation continues to hold a significant position in scholarly research and in the business community. As the business world changes and embraces the 21st century, J.B Miner (1978, 1993) and Latham and Pinder (2005), in their works concluded that work motivation continues to hold a significant position in scholarly research. Work motivation and behavior towards work are increasingly becoming crucial as the business workforce replaces the older workers with new younger employees out of business school. New workers who enter the workforce from business schools are naturally going to be different than the current workers. The starting point of the dissertation is an overview of motivation with regard to managerial science and psychology, along with a review of philosophical thought pertaining to interpretation of work motivation.

The literature of motivational theory is then reduced step by step into five clusters to conclude. Results provide a comprehensive framework for work motivation in the context of using Grounded Theory for the data analysis and qualitative methods for the data collection. Connecting the literature review with the empirical findings of the research study has demonstrated that certain theories of work motivation can be related to the four typologies that have been discovered from the empirical data. Comparing and contrasting the literature review with the empirical findings allows these relationships to be interpreted and applied.

Valencia Silva, Maika Melina
Planellas Arán, Marcel (dir.)
Lamolla Kristiansen, Laura (dir.)

Factores que influyen en los resultados de las nuevas empresas creadas por mujeres

Universitat Ramon Llull. ESADE

06/09/2010

La presencia de las mujeres emprendedoras en el ámbito empresarial cada vez va en aumento y con ello, el interés por conocer más acerca de este potencial colectivo y de los resultados que tienen las empresas que crean. Por un lado, los estudios publicados hasta ahora se centran en su mayoría en países anglosajones, por lo que existe una necesidad por conocer como es este colectivo en países con cultura diferente. Por otro lado, existe debate sobre los resultados que tienen este tipo de empresas por lo que se hace también necesario considerar aspectos nuevos en la valoración de estas empresas.

El presente trabajo plantea el objetivo de determinar la influencia de factores del proceso de creación de empresas en los resultados de las nuevas empresas creadas por mujeres. Esto, con el fin de explicar alguna diferenciación en los resultados de estas empresas. El estudio se centra en España y en específico el objeto de estudio son las nuevas empresas creadas y dirigidas por mujeres ubicadas en las ciudades urbanas más grandes de España (con una población mayor a los 500.000 habitantes), que son: Barcelona, Madrid, Málaga, Sevilla, Valencia y Zaragoza.
Se realiza una revisión de estudios empíricos sobre la actividad emprendedora femenina publicados y una perspectiva de la actividad empresarial de mujeres en España. Se analizan diversas aportaciones teóricas y empíricas referentes a la evaluación de los resultados de nuevas empresas. Para así, construir un marco conceptual que conjunta estos temas y describe los factores del proceso de creación de empresas que pueden influir en los resultados de este colectivo.
La metodología y diseño de la investigación está basada en la aplicación de un cuestionario por correo postal a una muestra de 253 emprendedoras fundadoras y dirigentes de su empresa, con una tasa de respuesta del 22,33%. La cual, es considerada muy alta para este tipo de cuestionarios y España. Dicho cuestionario de elaboración propia identifica los factores que pueden influir en los resultados de una nueva empresa.
El modelo de investigación fue contrastado y probado mediante el método de regresiones lineales para las variables continuas —la familia, objetivos empresariales y resultados de las empresas— y, los métodos no-paramétricos de Mann-Whitney y Kolgomorov-Smirov para las variables dicotómicas —plan de empresa, experiencia profesional e instituciones externas—.
Los resultados muestran que el perfil sociodemográfico de las emprendedoras españolas corresponde al de países con altos ingresos solo con pequeñas diferencias en el nivel educativo y la edad que son un poco más altas. Hay evidencia significativa del efecto positivo que tienen los objetivos empresariales perseguidos por la emprendedora y el apoyo brindado de su familia sobre los resultados de sus empresas. También, se corrobora de manera parcial el efecto positivo de las relaciones con instituciones externas. En cambio, son nulos los efectos de las variables experiencia profesional y plan de empresa.
Esta investigación se inscribe dentro de una corriente de trabajos empíricos que estudian la actividad del female entrepreneurship y, pretende ser una aportación que permita ampliar el conocimiento existente y pueda conducir a futuras investigaciones sobre este colectivo.

Ventura Egoavil, José Epifanio
Vernis Domènech, Alfred (dir.)

La relación entre la empresa y la familia para la reducción de la pobreza: empresas locales en un entorno rural. Estudio de casos

Vernis Domènech, A.; Jáuregui, K. (dirs.)
Universitat Ramon Llull. ESADE
19/01/2011

La presente investigación se desarrolló en el Perú, país de economía emergente y de renta media alta. Aún cuando cuenta con un crecimiento económico sostenido, sus indicadores de pobreza no disminuye al ritmo de su crecimiento y su nivel de inequidad económica sigue siendo uno de los más altos en Latinoamérica. El propósito de esta investigación es comprender y explicar la relación establecida entre las empresas y las familias que incentivan la reducción de la pobreza en el ámbito rural. Los resultados contribuyen a la comprensión del aporte que puede hacer el sector privado en la reducción de la pobreza rural. La investigación se realizó con el método cualitativo, basado en cuatro estudios de casos; dos empresas financieras: La Financiera Confianza, La Caja Municipal de Ahorro y Crédito del Cusco, y dos empresas extractivas: la Minera Yanacocha y el Grupo Energético Aguaytía. El marco conceptual sobre la responsabilidad social se basó en las teorías de Archie B. Carroll y Michael Porter y Mark Kramer. Quienes han identificado cuatro tipos de relaciones: económica, legal, ética y filantrópica. Y tres teorías endógenas sobre la reducción de la pobreza; la capitalización de los activos físicos de la población pobre de Hernando de Soto; el desarrollo de las capacidades humanas de Amartya Sen, y el acceso a los mercado de C.K. Prahalad, conocida como el modelo de la Base de la Pirámide, BOP. Según los hallazgos la relación entre la empresa y la familia ha contribuido efectivamente en la reducción de la pobreza. De los cuatro tipos de relación Empresa-Familia; el tipo de relación preponderante es la económica, seguido del tipo de relación ética, y la relación filantrópica. De acuerdo con el análisis de los casos, se comprueba que las familias rurales han utilizado, principalmente dos de las estrategias mencionadas para superar su pobreza; la estrategia de acceso a los mercados, enunciada por C. K. Prahalad, y la estrategia de desarrollo de capacidades, enunciada por Amartya Sen. La estrategia de valorización de activos físicos, propuesta por De Soto, cumple una función en la disminución de la vulnerabilidad social, es decir en evitar que las familias que superaron la pobreza vuelvan a caer en ella. Confirmando de esta manera el potencial contributivo del sector privado en la reducción de la pobreza rural.

Wakabayashi Muroya, José Luis
Costa Guix, Gerard (dir.)

La aplicación del valor de vida del cliente en la gestión de la relación con el distribuidor en empresas de consumo masivo de productos empaquetados de Lima, Perú. Un estudio de casos múltiple

Universitat Ramon Llull. ESADE
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La gestión de la relación con el cliente (CRM) es el proceso en el que se crean relaciones con los clientes y otros actores a lo largo de sus vidas. Así, en la base de ese proceso se encuentra el concepto del CLV, conocido como valor de ciclo de vida del cliente (customer lifetime value), que permite calcular tanto el valor neto del cliente y su rentabilidad para la empresa. Esta tesis pone resalta el hecho de que el marketing teórico ha desarrollado diferentes campos de aplicación para encarar el proceso de CRM. Una de estas, y cada vez más importante, es la gestión de relación con el canal de distribución. Además, puesto que este tema constituye un vacío en la investigación de marketing, esta tesis constituye un intento para reducirlo y averiguar el verdadero papel del CLV en un contexto particular de aplicación: las empresas de consumo masivo de Lima y sus distribuidores. Este campo permanece casi inexplorado y cuenta con escasa investigación a pesar de que el proceso de CMR en el mercado masivo y la relación con los distribuidores constituyen importantes campos de aplicación para el CLV. Mediante el análisis de casos de tres diferentes empresas peruanas, mediante entrevistas y observaciones realizadas al personal de las mismas, esta tesis investiga la aplicación del CLV como concepto clave y como herramienta de medición en los procesos de gestión de la relación (CRM) con sus canales de distribución o intermediarios. Este estudio se llevó a cabo en Perú porque este país comparte características similares con el resto de países latinoamericanos y esta región casi no cuenta con investigación en CMR. Por ello este trabajo espera brindar información significativa sobre la aplicación del concepto dogmatico de CMR. Esta tesis arguye que a pesar de que la evolución hacia una aproximación relacional del marketing se ha extendido, todavía la práctica difiere de la teoría en muchos mercados, como se ha observado en las tres compañías estudiadas, por tal razón el presente trabajo de investigación puede constituir un punto de partida para investigaciones más profundas al respecto.

PhD

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Para investigar las prácticas corporativas en el área del desarrollo sostenible del sector extractivo, este artículo desarrollará un análisis de caso que se basará en una revisión de la literatura disponible sobre el tema y en entrevistas a representantes claves de la sociedad civil (Celestine Akpobari/Social Action) y de la propia empresa Shell (Godson Njoku).

Se señalan brevemente las dimensiones del conflicto en el Delta del Níger y el papel que la empresa Shell desempeña allí. En la tercera parte, nos centraremos en la propuesta de Shell para la construcción de paz, inserta dentro de su programa de responsabilidad social empresarial (RSE), y en detallar sus propuestas concretas para las diferentes dimensiones del conflicto.

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Sage
Vol. 23, no. 4, 12/2010, p. 355-372

Rezazade Mehrizi, Mohammad Hosein
As hard as iron, as soft as knowledge: How artefacts can hamper the process of organizational learning
Rezazade Mehrizi, M. H.; Noori, J.; Lotfollahzade, M. ; Shahali, H.
OLKC Conference 2011
University of Hull Business School
Hull (U.K.), 12/04/2011 - 14/04/2011
In this paper, we explore how physical artefacts hamper the cognitive, structural, and political aspects of organizational learning. Identifying a wide range of ways in which physical artefacts can be linked to these three aspects of organizational learning, we distinguish between four dimensions of physical artefacts (materiality, form, function, and arrangement) in order to better analyze the hampering role of artefacts. We then empirically ground our analysis into a longitudinal case study to show various impeding roles of physical artefacts. We comment on several theoretical insights and practical implications of this study.

Rezazade Mehrizi, Mohammad Hosein
The key might be in the dark zone: How old knowledge can deviate organizational learning
Rezazade Mehrizi, M. H.; Nikseresht, S. M.; Zafarnejad, M.
OLKC Conference 2011
University of Hull Business School
Hull (U.K.), 12/04/2011 - 14/04/2011
This paper explores how learning agents actively use an established body of organizational knowledge to situate new learning initiatives. Through an exploratory case study in a knowledge-based context we focus on the early stages of a technological learning. We identify various practices that dominant experts intentionally adopt to oppose the new learning initiative. Doing so, experts benefit from the depth and maturity of the established cognition, as well as the emerging and ambiguity state of the new knowledge. We typify these situating practices into nineteen mechanisms that affect the content, process, context, and outcome of organizational learning. Accordingly, we discuss several potentials of cognitive and practice-based theories to examine the interplay between cognition and action, beyond the routine mode of knowing.

Rezazade Mehrizi, Mohammad Hosein
The other side of the coin: How organizations manage their old and obsolete knowledge
Rezazade Mehrizi, M. H.; Ghasemzadeh, F.; Kermanshah, A.; Zafarnejad, M.
OLKC Conference 2011
University of Hull Business School
Hull (U.K.), 12/04/2011 - 14/04/2011
This paper examines how organizations deal with the possible negative impacts of their obsolete knowledge (unlearning) and how the pattern of unlearning actions differs based on different types of knowledge. Based on a comparative cases study in four software companies, we identify seven unlearning approaches with 32 associated sub-approaches. We examine the pattern of applying these approaches to five types of knowledge (embrained, embodied, embedded, encultured, and encoded). The results show that three categories of factors explain this pattern: the characteristics of knowledge, the characteristics of the container of the knowledge, and the contextual factors. We extract theoretical insights and comment on practical implications.

Albareda Vivó, Laura
Ysa Figueras, Tamyko
Lozano Soler, Josep M.
Roscher, Heike
Statens rolle i abeidet med a fremme CSR
In *Bedrifters samfunnsansvar*
A. Kakabadse & M. Morsing (eds.)
Trondheim: Tapir Akademisk Forlag, 03/2011
p. 135-152

Saleem, Fathima
Iglesias Bedós, Oriol
Internal branding: Exploring the literature to develop an integrated model
1st International Colloquium on Corporate Branding, Identity, Image and Reputation (COBIIR)
School of Management and Law (ZHAW)
Zurich (Switzerland), 15/02/2011 - 16/02/2011

Saleem, Fathima
Iglesias Bedós, Oriol
Virtual internal brand communities: Exploring the types, motivations and outcomes
7th Global Brand Conference of the AM's Brand, Corporate Identity and Reputation SIG
Academy of Marketing Brand. Corporate Identity and Regulation SIG; University of Oxford. Saïd Business School
Oxford (U.K.), 05/04/2011 - 07/04/2011

Ruiz Vegas, Francisco Javier
Samà Montsonís, Albert
Sánchez Hernández, Germán
Sanabria Montañez, José Antonio
Agell Jané, Núria
An interval technical indicator for financial time series forecasting
25th International Workshop on Qualitative Reasoning
Universitat Politècnica de Catalunya (UPC)
Barcelona, 16/07/2011 - 18/07/2011

Scarlata, Maria Rosa Giovanna
Philanthropic venture capital: An exploratory comparative study. How venture capital practices are applied to the financing of social enterprises
Saarbrücken (Germany): LAP Lambert Academic Publishing, 01/2011
208 p.
This book is the first study on philanthropic venture capital, a financing form for social entrepreneurs that unites the principles characterizing traditional venture capital with social aims. The provision of capital and non- financial services to social enterprises are of key importance for the maximizations of social impact as both elements enable social enterprises to become sustainable. However, the value proposition of the venture capital and philanthropic venture capital are different; a key issue is understanding how the practices used in the former are applied by the latter. Grounded in asymmetric information and stewardship theory, I build on and contribute to previous work showing how adverse selection and moral hazard are able to describe the philanthropic venture capital investment model. Results indicate that philanthropic venture capital investments are characterized by adverse selection. On the contrary, moral hazard tends to be a marginal issue in the deal structuring and post-investment phased of the investment, with investors acting as stewards rather than principals.

Scarlata, Maria Rosa Giovanna
Alemany Gil, Luisa
Capital riesgo filantrópico: generación de deal-flow y selección de proyectos
Revista Española de Capital Riesgo
M&A Businesshop
No. 2010/4, 10/2010, p. 55-61

Scarlata, Maria Rosa Giovanna
Alemany Gil, Luisa
Deal structuring in philanthropic venture capital investments
Joint Special Issue Conference on Law, Ethics, and Finance.
European Journal of Finance & Journal of Business Ethics
Routledge; Springer; York University
Toronto (Canada), 16/09/2010 - 18/09/2010

Awards

and other acollades

Carreras Fisas, Ignasi

Premio Círculo Ecuestre a los Valores Cívicos 2010

Círculo Ecuestre

03/2011

El Premio a los Valores Cívicos 2010 otorgado por el Círculo Ecuestre a Ignasi Carreras supone el reconocimiento a la tenacidad y al esfuerzo en todos los campos de la actividad profesional del galardonado.

Dolan, Simon

Emerald Literati Network. Awards for Excellence Leading Editor Awards 2011

Emerald

02/2011

In recognition of the outstanding work Simon Dolan has put into Cross Cultural Management, he has been acclaimed as a Leading Editor in the Literati Network 2011 Awards for Excellence. The Leading Editor awards acknowledge the high commitment editors have to their journals and their efforts to raise and maintain the standing of the journals.

Franch Bullich, Josep
Montaña Matosas, Jordi

NACRA Best Workshop Case: Gold (Best Conference Case)

Franch, J.; Montaña, J. & Turró, A.

North American Case Research Association (NACRA)

10/2010

The case study *FC Barcelona: More than just a club*, written by ESADE faculty members Josep Franch and Jordi Montaña, with the collaboration of Andreu Turró, a student in ESADE's MSc in Marketing Management programme, received a Gold Award at NACRA 2010 Annual Meeting held in Gatlinburg, Tennessee (USA). In this case study, the authors explain how, in just under ten years, FC Barcelona has gone from the verge of bankruptcy to becoming a point of reference in the football world and a widely admired business model.

Pless, Nicola
Maak, Thomas

Academy of Management. MED Conference Awards. SAGE/ Journal of Leadership and Organizational Studies Junior Faculty Best Paper Award

Pless, N.; Maak, T. & Stahl, K. G.

Academy of Management

San Antonio, Tex. (U.S.), 08/2011

In this article -"Promoting CSR and Sustainable Development Through Service Learning Programs"- is discussed how HR can support corporate sustainability strategy by de-signing and implementing leadership development programs incorporating international service learning assignments.

Saló Mayolas, Albert

Premi "Associació Càmpings de Girona" 2010

Saló Mayolas, A. & Fernández Alsina, T.

Associació de Càmpings de Girona

09/2010

La primera edició del Premi Associació Càmpings de Girona premia un treball d'investigació sobre el sector de l'oferta turística per tal de donar-lo a conèixer i potenciar-lo.

El treball analitza l'evolució de l'oferta i el comportament de la demanda del sector en els darrers anys així com una descripció minuciosa de l'estacionalitat.

Wiengarten, Frank

Emerald Literary Network. Awards for Exellence. Highly Commended Award 2011

Wiengarten, F.; Humphreys, P.; Cao, G.; Fynes, B. & McKittrick, A.

Emerald

06/2011

The paper recognised is "Collaborative supply chain practices and performance: exploring the key role of information quality", published in Supply Chain Management: An International Journal (2010), vol. 15, iss. 6, pp. 463 - 473.

This paper seeks to report the results of a study examining the importance of information quality for the efficacy of collaborative supply chain practices.

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