

R E

y

Research Yearbook 2008/2009



B

ESADE Research Yearbook 2008/2009
Issue 4

ESADE

Coordination & Edition

Mònica Solé

Information & Knowledge Service

Academic Management

Francesc Cribillers. Research Office

Research and Knowledge Vice-Deanship



ESADE Research Yearbook 2008/2009

Printed in Barcelona, 2009

Avda. Pedralbes, 60-62

E-08034 Barcelona

Tel.: +34 93 280 61 62

<http://www.esade.edu/research>

© ESADE

Depósito Legal: B-2268-2008

ISSN: 1888-5209

Diseño y realización

BPMO Edigrup

c/ Guitard, 43, 1ª planta

08014 Barcelona

Tel. 933 637 840

www.bpmoedigrup.com

CONTENTS

08/09

Introduction	07	Research Outputs	25
The Organisation of Research: Chairs, Institutes, Centres and Research Groups	10	Journals	
New Groups of Research	12	- Articles in refereed Journals	27
ESADE Research Figures	14	- Articles in Other Relevant Journals	39
ESADE's 5th Annual Research Conference	20	Books and Book Chapters	
EGOS Colloquium 2009 held at ESADE	21	- Books	43
PhD Program	22	- Book Chapters	55
Giving to ESADE Research	24	Conference Proceedings and Congress Contributions	65
		Working Papers	83
		Cases	85
		Book Reviews	89
		Monographs	91
		PhD Theses	95
		PhD Programme Contributions	101
		Awards and other Acollades	105

INTRODUCTION



CARLOS LOSADA
General Director

I have great pleasure in presenting the ESADE Research Yearbook for 2008-2009. This publication is a summary of the contributions produced by the ESADE academic community over the past year. It provides details on research, creation of knowledge, and projects aimed at improving knowledge in the fields of Management and Law. It is the result of a group effort of the highest caliber, which will enable us to ensure that ESADE remains a well-positioned institution focused on teaching and research which underpin any eminent academic institution.

I would like to thank you personally for your interest in consulting this document. I would also like to take this opportunity to commend the exceptional intellectual and methodological effort involved in every research undertaking. At ESADE, research aims to be scientific, rigorous, social and relevant. Likewise, it aims to serve the academic as well as the business and legal communities. I trust that this Research Yearbook will be of great use to you.



ALFONS SAUQUET

Dean, ESADE Business School

Knowledge creation includes different types of intellectual contributions, ranging from prestigious scientific and academic journals to doctoral theses and business cases, and is central to ESADE. Research is a measure of every academic institution's vitality. This is so, because:

- Making intellectual contributions is one of ESADE's fundamental tasks as an academic institution.
- An academic institution's prestige is also based on recognition from its peers. The capacity to generate knowledge is crucial in the processes of assessing and comparing institutions.
- To disseminate knowledge – the School's other great mission – it is necessary to possess a capacity for synthesis, a product of sound judgement and reason.

And this judgement, which is applied both to assessing contents as well as their selection and interpretation, is an indirect result of ongoing research at the forefront of knowledge creation.

The extent of research activities is reflected in their output. Research output is one of the best indicators of an academic institution, and of a set of activities and processes, which, grouped under research, are an essential part of ESADE's core.



ENRIC R. BARTLETT CASTELLÀ

Dean, ESADE Law School

Proofreading the texts sent to me by the editing team of this year's Research Yearbook has led me to make three observations. First, I noted the diversity of research interests of our faculty members. By listing authors in alphabetical order we start with the general theory of form and finish with the legal framework for reconciling work and family life. In between, there are works on comparative immigration law, accounting law, commercial and tax law, legal studies, expert witness reports, human rights, inheritance law, and so on. Second, a modest organisational initiative – a collection of the Law School's continuing education programmes – has given a major impetus to our publications. Third, the process used to inform people of what is being published by our Law professors has not yet been standardised; and, as a result, this Yearbook contains all the publications that have been submitted, although not all the publications that have been written have been submitted.

Finally, and looking to the future, may ESADE be increasingly receptive to the desire and ability to co-operate in building a more just society based on intellectual endeavour and output.



JONATHAN WAREHAM

Research Director

ESADE is pleased to present our annual Research Yearbook which highlights our research accomplishments for the 2008-2009 academic year.

It is important to emphasise the importance that research holds for ESADE. In the simplest terms, a strong research focus ensures that ESADE faculty actively participate in the conversations, debates and scientific progress that define the boundaries of knowledge in our respective fields. This is important for several reasons. First, research ensures that our professors are world-class educators who inspire students with the latest and best thinking in their disciplines. Second, research guarantees that the numerous public, private and third sector organisations that interact with ESADE engage in dialogues that are informed and relevant. Finally, research sustains ESADE's mission to play a significant role in society; to actively promote and contribute to the most challenging social and scientific debates that define our times.

Thank you for your interest in ESADE research. We hope that this summary will inspire you to approach ESADE as an active participant and to join us in our continued evolution as an academic institution internationally recognised for the quality and impact of our research.

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

Chairs

Chair of Design Management

The Chair's research activities are based on: a study of the economic implications for businesses of investing in design; the analysis of different business models for design management; a study of the corporate culture of design-related companies and its relationship with market orientation; the role of design in brand creation, and the relationship between design and corporate social responsibility (including relationships with social and cultural development, and care for the environment and sustainable development). The area also hosts the study of business opportunities from design-for-all ("inclusive design" or "universal design"). One new activity under study is design methodology ("design thinking") as a tool for non-technological innovation.

Jordi Montaña is the Chair's principal researcher and director.

Chair in LeadershipS and Democratic Governance

The Chair was set up as a forum for permanent dialogue between the organisations (companies, public administrations, NGOs) and individual players (businesspeople, managers, political representatives and social, civic and trade union leaders, etc.), that are committed to responsibly addressing the challenges faced in governing a world which is both global and local. It also seeks to rise to the challenge of studying and promoting innovative forms of leadership for our complex times, including leadership for progress, social welfare and cohesion in contemporary society. A three-fold approach embracing corporate, social and political aspects that aims to forge links between all three fields while analysing their institutional frameworks.

Many ESADE professors take part in this Chair, directed by Àngel Castiñeira, as do outstanding researchers and personalities working in business, politics and social initiatives.

Institutes

Institute of Public Governance and Management (IGDP)

The Institute's main interest lies in its studies and research across a range of areas of public management. IGDP's mission is based on a firm commitment to the public sector. Not only does the public management perspective give the public sector some essential tools, but also some essential values: receptiveness, citizen/customer service orientation, taking responsibility for results, transparency and the rendering of accounts.

IGDP's dedicated Public Leadership and Innovation Research Group (GLIGP) works within the theoretical framework of governance on two main topics: democratic public leadership as a driving force for institutional development, and the role of systems analysis, transversality, collaboration and partnerships in the innovation of public management. It has received official recognition as a consolidated Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Tamyko Ysa is its principal researcher. Francisco Longo is the Institute's director.

Institute for Social Innovation (IIS)

The goal of the IIS is to stimulate and support research on the promotion of management skills in the third sector. It designs its programmes around the study of three basic lines: Integrating CSR into business strategy and relationships with interest groups; Leadership and management of NGOs; and Social Enterprises.

The Corporate Social Responsibility Research Group (GRRSE) linked to the IIS targets processes of strategic redefinition of relationships between companies and their interest groups as the basis for reflection on corporate responsibility in society. It has received official recognition as an emerging Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Daniel Arenas is its principal researcher. Ignasi Carreras is the Institute's director.

Institute of Labor Studies (IEL)

A research centre whose activity focuses on the generation of technical and scientific knowledge about the workplace that facilitate the creation of added value based on the knowledge of its people.

The IEL's strategic line of work explores how to advance towards the development of a knowledge society with an employment model based on professional qualifications, quality of life and respect for the dignity of work, all in an environment of sustainable growth.

Simon Dolan is the Institute's director.

Entrepreneurship Institute (IIE)

Promotes relevant and rigorous research into entrepreneurship. The IIE focuses its activity on eight research areas: Company creation; Women entrepreneurs; Corporate entrepreneurship /intrapreneurship; Creativity, growth and internationalisation; Entrepreneurial finance and the Family business.

The associated Entrepreneurship Research Group (GRIE) adds to knowledge on entrepreneurship so as to facilitate the creation of sustainable and innovative companies over time. It has received official recognition as a consolidated Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Marcel Planellas is its principal researcher. M^a Luisa Alemany is the Institute's director.

Centres

Survey Research Centre (SRC)

The centre's staff work on the methodology of social science research, from its design to the publication of results, all from a quantitative and qualitative approach. Its research is characterised by a special focus on measurement.

The Catalan Centre for Survey Research and Applied Statistics, linked to the SRC, carries out methodological and applied research in the business administration and health fields. It has received official recognition as a consolidated Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Joan Manuel Batista is the Centre's principal researcher and director.

ESADE Cultural Industries Centre (CEIC)

The Centre was founded to enhance management through training, advice, dissemination and scientific and social research, using intellectual rigour, a critical eye and academic excellence.

Its research explores key issues in the management of cultural and creative companies and institutions, focussing on the needs of leadership, management and entrepreneurship.

José M^a Álvarez de Lara is the Centre's director.

Brand Centre

Its mission is to carry out rigorous, useful and bold research that solves real problems, assists the decision-making process in brands and uses sound research and analysis tools to provide practical and efficient solutions, to create new knowledge of brands and their management and to disseminate this new knowledge in business and academic circles.

The centre's research covers two main areas: one consists of a general approach to brand management and strategies; the other undertakes more detailed and subject-specific applied research.

Josep M^a Oroval is the Centre's director.

Observatory of Spanish Multinational Companies (OEME)

Its aim is to be a centre of reference in the study of opportunities and challenges for companies at advanced stages of internationalisation. Helping to identify and disseminate "best practices" in close collaboration with companies themselves, it was set up as a platform for the exchange of experiences and knowhow between companies and the institutions who run export investment projects.

Pere Puig is its principal researcher, and Xavier Mendoza its director.

Research Groups

Research Group on Learning, Knowledge and Organisation (GRACO)

This research group specialises in creating and disseminating knowledge in the areas of learning, knowledge and change in the organisational context. A multi-disciplinary group, it promotes empirical research in ongoing interaction with companies. It studies how knowledge is created in organisations, and how innovation and organisational change processes are generated.

GRACO's strategic research lines are: The research and creation of knowledge in innovation management and research, Research into knowledge transfer, Research on knowledge within organisations, Research on inter-organisational relations and networks. It has received official recognition as a consolidated Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Elena Bou is its principal researcher.

Research Group on Knowledge Engineering (GREC)

A group involving researchers from both ESADE and Barcelona Technical University (UPC). Its multi-disciplinary nature has always favoured its work in basic and applied research. Main activity focuses on the research and development of techniques within the Artificial Intelligence field.

Research objectives defined within the ESADE GREC research group concentrate on two lines: Development of Artificial Intelligence methodologies in non-structured environments (incomplete and/or fuzzy information); and Application of these methodologies in fields related to decision-making, finances and marketing.

It has received official recognition as a consolidated Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Nuria Agell is the group's principal researcher at ESADE.

Tourism Management Research Group (GRUGET)

The group's aim is to generate knowledge on the sustainable management of tourism companies or destinations, favouring interchange between all participating agents and mainly directed at innovation and internationalisation. Given the economic importance of tourism, research and innovation are increasingly essential for maintaining and improving the sector's competitiveness. As a transversal activity, it is both multi-disciplinary and global and collaborates with external collaborators worldwide. The group's research areas are: social marketing, innovation and quality management; management indicators.

Transversal research prioritises the use of IT systems, the economic impact on society and within the territory, also the use of innovative research methodologies including qualitative reasoning, among others. It has received official recognition as an emerging Catalan research group from the Catalan Government's Ministry of Innovation, Universities and Enterprise (2009).

Mar Vila is its principal researcher.

Business Network Dynamics (BuNeD)

These days, one determining factor in companies gaining competitive advantage is membership of inter-organisational networks. The group conducts on how organisations establish, construct and manage business networks with their "partners". The research focuses on studying the dynamics of the development, growth and decline of these networks.

The group's studies take in different levels of analysis (group, company and sector) and have a multi-disciplinary perspective: operations, supply chains, IT systems, marketing and theory of organisations. Group members use both qualitative and quantitative methods and place special emphasis on models and methods developed for the analysis of social networks: multi-dimensional scales, analysis of conglomerates, graphic representation techniques and redundant and multi-level analysis.

Its principal researcher is Cristina Giménez.

NEW GROUPS AND INSTITUTES OF RESEARCH

Research Group on Brand and Consumption (GRECOMAR)

This newly-created group aims to become a benchmark for research in and knowledge of brand management and consumption, with the added value of taking a transcultural approach to their work. The group's purpose includes:

- Understanding the processes underlying how brands are created and managed.
- Research on mechanisms of brand purchase and use by consumers.
- Taking a transcultural approach to brand management and consumption, with special attention to the differences between rapidly growing and more developed countries.

To achieve their goals the group has assembled an interdisciplinary team organised around three lines of research:

a) Brand management

- The processes involved in building brand image.
- Brand experience.
- Socially responsible brand management.
- Manufacturers' brands vs distributors' brands.

b) Consumer behaviour

- Consumer insights (purchase and consumption motivations).
- Segmentation criteria.
- Patterns of purchase and consumption and their influence on:
 - brand experience.
 - manufacturers' brands vs distributors' brands.

c) International / transcultural marketing

- Identification of differences in purchasing and consumption behaviour in BRICS.
- Brand creation in rapidly growing countries.
- Internationalisation of Chinese brands.

Oriol Iglesias is the group's principal researcher, and its academic core consists of the following ESADE professors: Mónica Casabayó, Ivana Casaburi, Jatinder Singh. Manel Alfaro and Josep M^a Oroval also collaborate in the group's research.

Group for Research in Economics and Finance (GREF)

The group promotes research in the fields of finance and economics, covering a wide range of areas from macroeconomics and international economics to corporate finance, risk management and capital markets.

The main aim of GREF is to facilitate the creation and diffusion of high quality research within ESADE while at the same time increasing its visibility and relevance for the academic community at large.

Its main research areas are:

a) Market Microstructure

Research in this field focuses on the design of the financial markets. It studies the role played by companies' market transparency and information- in improving their market performance.

b) Capital Markets Research in Accounting

This research area focuses on the relation between capital markets and financial statements. It includes fundamental analysis and valuation, tests of market efficiency, and empirical investigations on the role of accounting numbers in contracts and the overall political process.

c) Corporate Finance

The aim of this research line is to investigate the relationship between corporate governance and the performance of the financial markets where the firms' shares are traded. It also investigates the role of shareholder activism in shaping the Board's strategic decisions and firm performance and tackles the question of testing for the causality of governance factors.

d) Credit Risk

- Corporate credit risk modelling. Structural credit risk models provide a solid theoretical framework for describing the link between the value of the firm assets and the level of debt of any particular company, on the one hand, and the creditworthiness of that company on the other.
- Price discovery. Information on credit risk is explicitly or implicitly incorporate into the market prices of different credit sensitive claims, that is, stocks, bonds and credit default swaps (CDS). However, and due to structural differences between respective markets (organisation, liquidity, participants), this information may be incorporated into some of these aspects more quickly than others. Empirical analysis on which of these assets (markets) more quickly and more efficiently incorporate new information on the credit risk of companies represents the second main line of research within the credit risk area.

e) Productivity differences

Exploration of some of the underlying drivers responsible for income difference across countries, with a focus on innovation, technology adoption and investment in human capital.

- Education and human capital investment. This research line studies the importance of human capital in explaining cross-country income differences and returns to education. In particular, an analysis of how different stages of education contribute to economic growth in the presence of both private and public funding.
- Technology linkages. In a world of rapid technical change, the set of skills that become operational through education and on-the-job training are of critical importance in the processes of innovation and technological diffusion. This line of research investigates the circumstances under which technologies are created and adopted by countries during various stages in their development.

f) Growth and public policies

An examination of how public investment (such as infrastructure spending) affects productivity of privately owned factors. Aside from aggregate productivity effects, research in conducted on the distributional effects of public expenditure.

g) Intra and International spillovers

This line focuses on the study of integrated economies, such as economic unions, analysing their interactions through capital and labour markets as well as through public policies, from both a positive and a normative perspective.

The group's principal researcher is Ariadna Dumitrescu and the group's academic core consists of: Carmen Ansotegui, Calin Arcalean, Fernando Ballabriga, Santiago Forte, Petya Platikanova and Ioana Schiopu.

Institute of Forensic Evidence and Probative Law (IPDP)

The aim of the IPDP is to offer pedagogical quality through its classes, seminars and conferences, to create special R&D groups dedicated to forensic evidence and to be present in relevant social debates. It also aspires to internationalise its projection.

In addition to the previous objectives, we should also add becoming the leader in the field, being the first institute of its kind created in Spain.

The IPDP's specific objectives include:

- 1) Analyse the theoretical and practical problems in Forensic Evidence and Probative Law;
- 2) Train Justice Department professionals in Forensic Evidence and Probative Law;
- 3) Foment research; and
- 4) Give its opinion and establish relevant criteria.

The IPDP includes an R&D group with two distinct lines of research: one in Civil Forensic Evidence and the other in Penal Forensic Evidence.

a) Civil Forensic Evidence:

Directors: Dr. Xavier Abel Lluch and Dr. Joan Picó i Junoy

Head Researcher: Dr. Xavier Abel Lluch

Make-up: Court of First Instance judges and magistrates and Associate Professors in Procedural Law

Research line: Evidence in civil procedures

Publications: *Colección Formación Continua de la Facultad de Derecho ESADE-URL* (ESADE-URL School of Law Continuing Education Collection)

El interrogatorio de partes (Questioning the Parties), 2007, 356 pages.

El interrogatorio de testigos (Questioning Witnesses), 2008, 475 pages

La prueba pericial (Expert Evidence), 2009, 579 pages

La prueba documental (Documentary Evidence),

Research projects:

La prueba electrónica (Electronic Evidence), 2009-2012

b) Penal Forensic Evidence:

Directors: Dr. Manuel Richard González and Dr. Xavier Abel Lluch.

Head Researcher: Dr. Manuel Richard González

Make-up: Professors of Procedural Law, Provincial Court magistrates and prestigious attorneys

Research lines:

Investigation and forensic evidence techniques in penal procedures and

Acts of investigation and forensic evidence in penal procedures.

Research projects:

Competencia, objeto y límites de los actos de investigación en el proceso penal (Investigation Scope, Objectives and Limits in Penal Procedures), 2009-2010.

Declaración de inculpadados y testigos (Statements from Accused Parties and Witnesses), 2009-2010.

Identificación del delincuente y sus circunstancias personales. Diligencias de carácter personal: declaración de imputados y testigos (Identifying Offenders and their Personal Circumstances. Inquiries of a Personal Nature: Accused Party and Witness Statements), 2010-2011.

Inspección ocular: Cuerpo del delito e informes periciales. Intervenciones corporales (Visual Inspection. Scope of the Offence and Expert Reports. Corporal Interventions), 2011-2012.

La entrada y registro. La intervención telefónica. La grabación o reproducción del sonido o a la imagen. (Entry and Search. Phone Tapping. Sound or Image Recording and Reproduction), 2012-2013.

Prueba anticipada y prueba preconstituida. Valor probatorio de las diligencias policiales (Preliminary and Prior Evidence. The Probative Value of Police Inquiries), 2013-2014.

The IPDP's research is structured as follows:

Research directors:

Civil area: Dr. Xavier Abel Lluch.

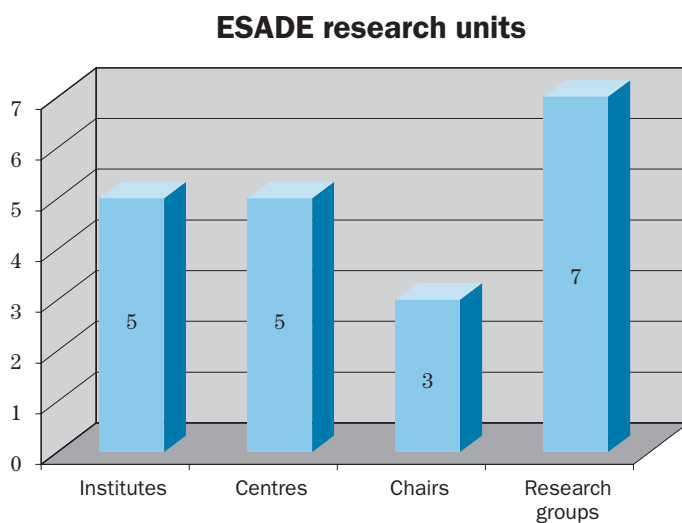
Penal area: Dr. Manuel Richard González.

Research team:

Dr. Lluís Muñoz Sabate, Dr. Joan Picó i Junoy, Dr. Frederic Munné Catarina, Dr. Enrique De Madrid Davila, Dr. Francisco Orellana Castro, Dr. David Velázquez Vioque, Dr. Yolanda López Rios, Dr. Joaquim Martí Martí, and Dr. Elena López Capella.

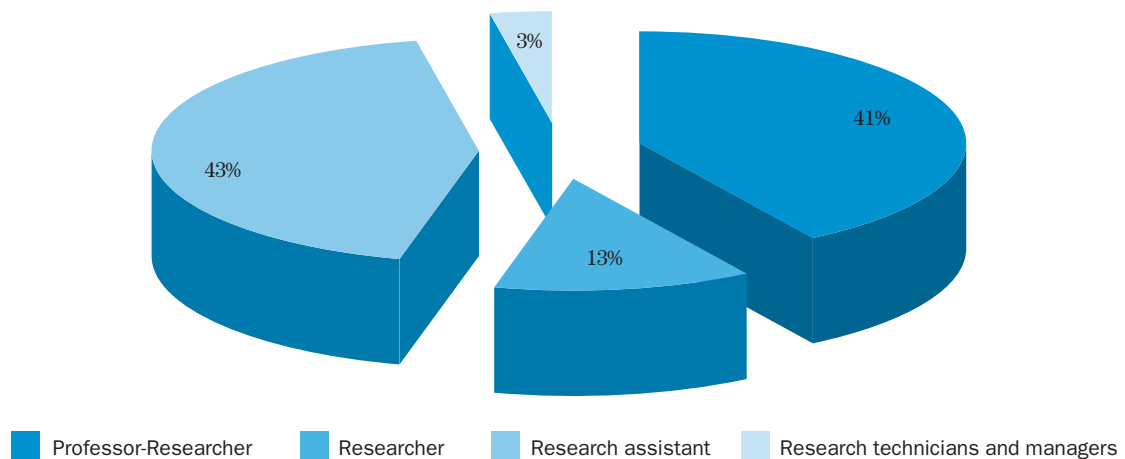
ESADE Research Figures

Human Resources

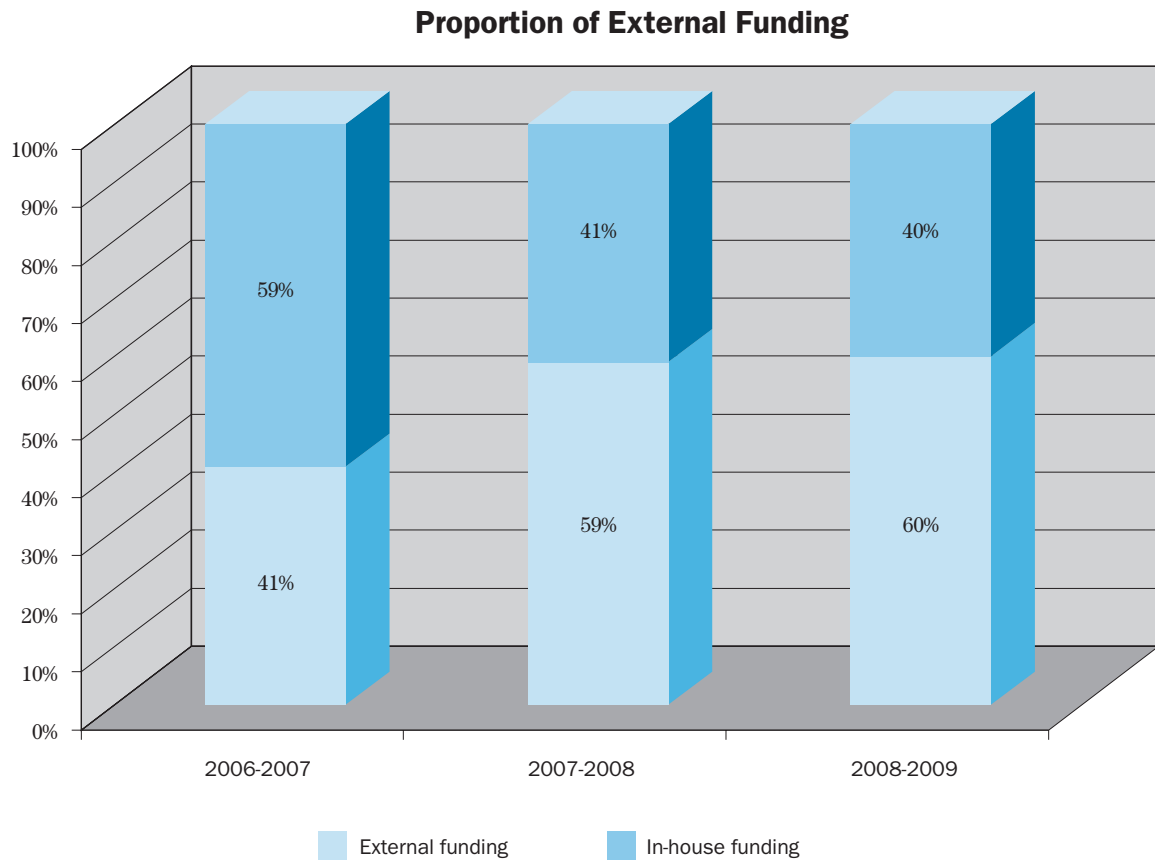


ESADE Research Units	
Institutes	5
Centres	5
Chairs	3
Research groups	7
Total	20
Recognised as a Catalan Research Group (<i>Grup de Recerca de Catalunya, GRC</i>)	
Professors - participate in research groups	57
Professors - do not participate in research groups	75
Total departmental professors	132
Research Group Participants	
Professor-Researcher	57
Researcher	18
Research Assistant	59
Research Technicians and Managers	4
Total	138

Distribution of participants by research units



Funding Sources

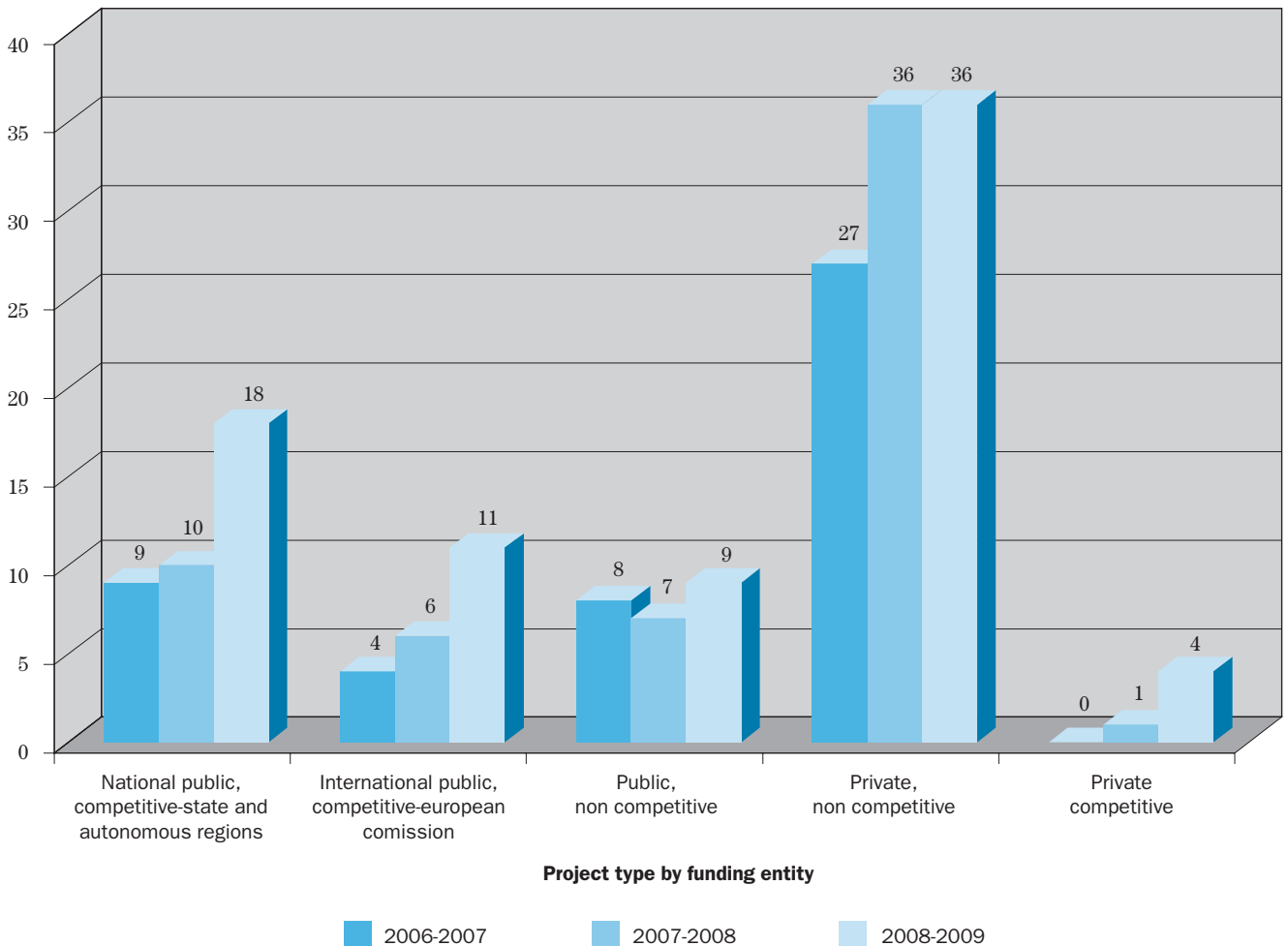


Research Projects

Year	Projects
2004-2005	33
2005-2006	43
2006-2007	48
2007-2008	60
2008-2009	78

Distribution of ESADE research projects

No. of projects

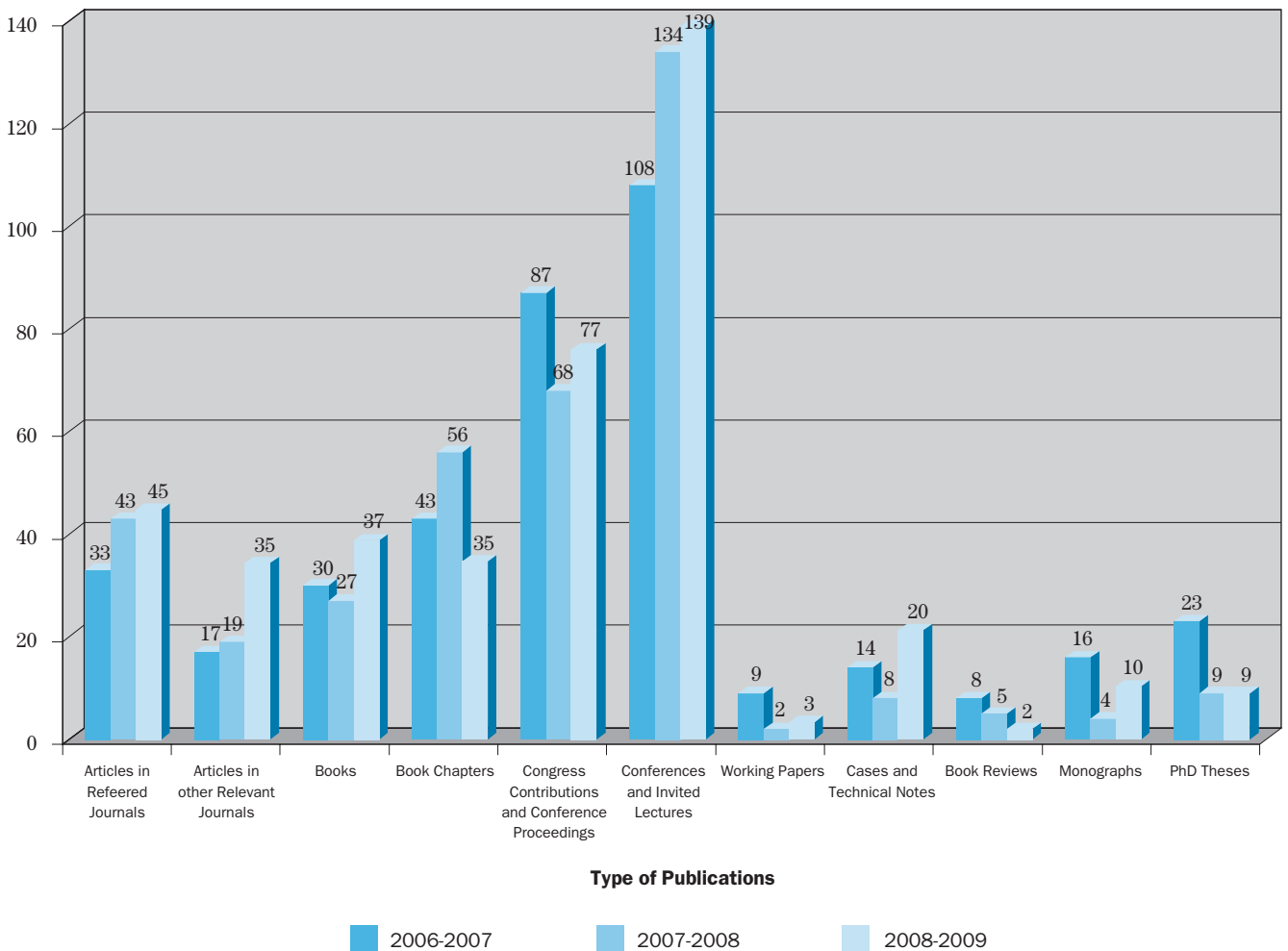


Research outputs

Publication / Year	2006-2007	2007-2008	2008-2009
Articles in refereed journals	33	43	45
Articles in other relevant journals	17	19	35
Books	30	27	37
Book chapters	43	56	35
Congress contributions and conference proceedings	87	68	77
Conferences and guest lectures	108	134	139
Working papers	9	2	3
Cases and technical notes	14	8	20
Book reviews	8	5	2
Monographs	16	4	10
PhD theses	23	9	9

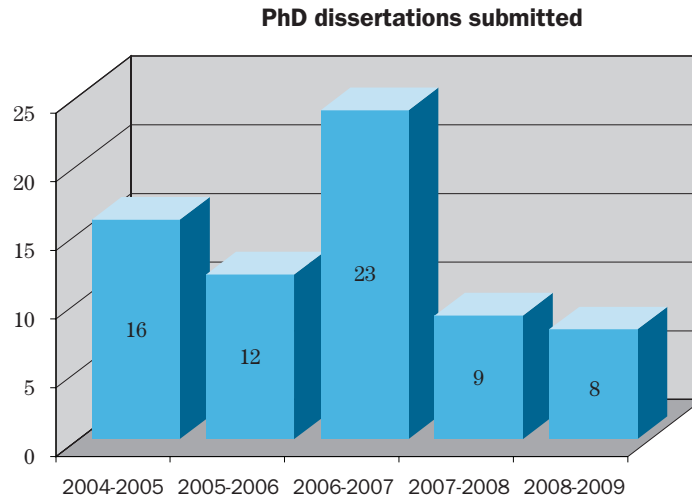
ESADE ACADEMIC OUTPUT

No. of Publications

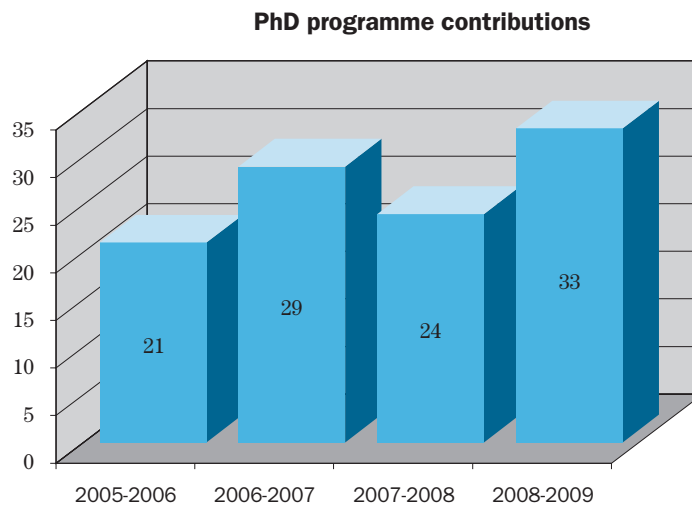


Research and the PhD Programme

Academic Contribution: PhD Dissertations



Academic Contribution: Publications



Internationalisation of the PhD Programme

Geographic Origin of PhD Programme Candidates

	2006-2007	2007-2008	2008-2009
Spain	2	2	2
EU	7	3	4
Latin America	5	3	4
USA / Canada	1	2	2
Asia			
Rest of the world		1	1
Total	15	11	13

ESADE'S 5TH ANNUAL RESEARCH CONFERENCE

ESADE's 5th Annual Research Conference was held on 7th and 8th July 2009 at the Sant Cugat campus. More than 60 researchers from all of ESADE's research units and departments attended, the aim being to share the research carried out at ESADE during the last academic year and its objectives as well as to reflect on the importance of research for our social, political and economic development.

The inaugural session included participation by Dr. Joan Roca Acín, the Director General of Research in the Government of Catalonia's Department of Innovation, Universities and Companies. He was joined by Dr. Josep Maria Garrell, Vice-Rector of Research and Innovation at Universitat Ramon Llull, and Prof. Jonathan Wareham, Director of Research at the ESADE Business School.

The conference consisted of two sessions to present the ESADE research units. One session served to specifically introduce the recently created research units at ESADE and their lines of research, components and projects: **BuNeD** – Business Network Dynamic, **GRECOMAR** – Consumption and Branding Research Group, **GRUGET** – Research Group in Tourism Management, **GRIE** – Research Group in Entrepreneurship, IPDP -the **Institute of Forensic Evidence and Probative Law** and **GREF** – Group for Research in Economics and Finance. The second session served to discuss recent successes, new lines of research, the specific projects and other noteworthy achievements from ESADE's already existing and more consolidated centres, chairs, institutes and research groups.

Several lectures were also given during the conference. Especially noteworthy among these was the presentation provided by Dr. Ramón Pascual de Sans, Director of the *Consortio ALBA* and Professor of Theoretical Physics at the Universitat Autònoma de Barcelona, who spoke on fomenting and managing large research infrastructures based primarily on his professional experience with the ALBA Synchrotron.

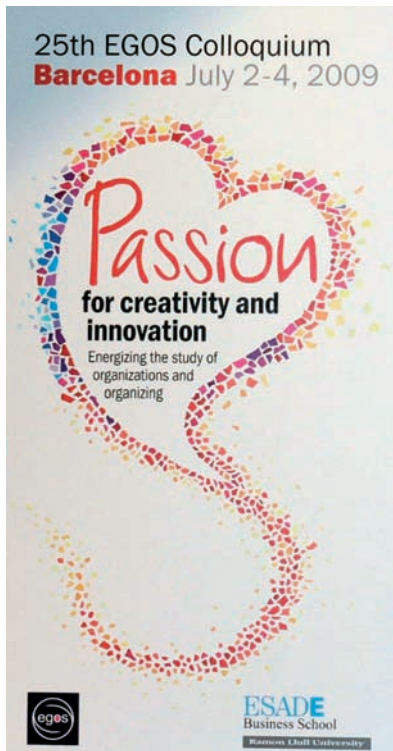
For his part, Dr. Xavier Mendoza, ESADE Associate Director General and Associate Professor in the ESADE Department of Business Policy, presented his analysis model and shared with participants his experience and knowledge of how research is organised at leading European and North American business schools.

Dr. David Balkin, a visiting researcher at ESADE and Professor at the Leeds School of Business (University of Colorado), offered a lecture entitled, "Explaining High U.S. Chief Executive Officer (CEO) Pay in a Global Context: An Institutional Theory Perspective."

The conference ended with a presentation coordinated by Jonathan Wareham, the ESADE Business School's Director of Research and Lecturer in the Department of Information Systems, on ESADE's academic fields and the *big questions*, all with the help and experience of several ESADE researchers. A small workshop was also organised on the critical factors for competitive and non-competitive financing of research projects.

Dr. Carlos Losada, ESADE Director General, and Dr. Alfons Sauquet, Dean of the ESADE Business School, also spoke during the closing session.

EGOS COLLOQUIUM 2009 HELD AT ESADE



ESADE organises the 25th EGOS Colloquium under the theme of Creativity and Innovation

The 25th Annual Colloquium of the European Group for Organizational Studies, the largest academic conference in the field of management held in Europe, was organised by ESADE last July. The conference was chaired by Professor Silviya Svejenova, and Professors Alfons Sauquet, José Luis Alvarez, Luis Vives and Carles Roig formed part of the event's organising committee.

During the conference, 1,400 academics from the most prestigious universities and business schools from 45 countries gathered to discuss ideas and research findings on issues related to creativity and innovation. Professors Rakesh Khurana of Harvard Business School and Marie-Laure Djelic from ESSEC Business School were responsible for delivering the keynote speeches.

The three-day colloquium was organised around 46 parallel mini-conferences, focusing on various topics related to creativity and innovation in several sectors -from biotechnology to energy- in different types of organisations -from businesses to NGOs or public-private partnerships- and in different areas -from strategy and globalisation to entrepreneurship and social innovation. Three of these mini-conferences were organised by Professors Tamyko Ysa, Jordi Trullén and François Collet, along with faculty from other schools. Several professors and doctoral students from ESADE also presented papers at some of these mini-conferences.

Professors Eduard Bonet and Alfons Sauquet participated in two of the seven sub-pleenary sessions which, among other topics, covered new research perspectives on networks, markets and organisations, diversity, university reforms, the paradoxes of innovation in Europe, and the coherence and impact of organisational theory.

During the three days leading up to the conference, workshops were held for PhD students and early career scholars as well as on the art of academic reviewing, and Professors Jordi Trullén, Elena Bou and François Collet participated in organising these events. The Pre-Colloquium program was inaugurated with a presentation by Professors Luis Vives and Silviya Svejenova. In addition, the boards of several international academic journals including *Organization Studies*, *Journal of Management Studies*, *Scandinavian Journal of Management*, and *m@n@gement* also met during the colloquium, which was sponsored by the Generalitat de Catalunya.

PhD PROGRAM

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

Since the 2007-2008 academic year, ESADE Business School has offered two research-oriented Management programmes. Both these official programmes meet the criteria of the new European Space for Higher Education (ESHE) and take part and collaborate in other programmes in European institutions:

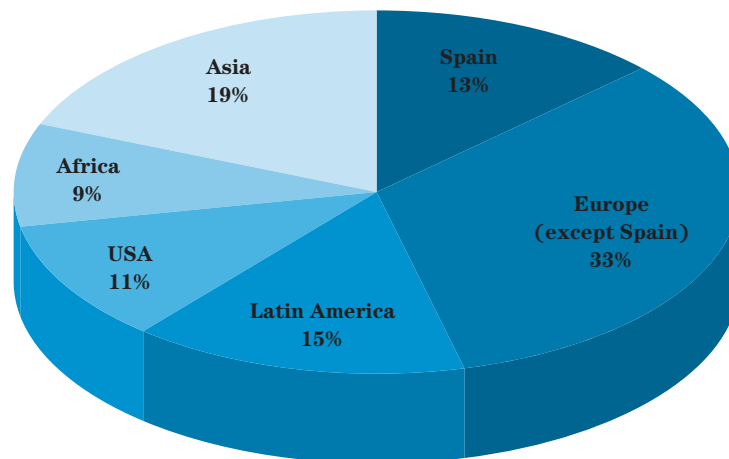
- **Master of Research in Management Sciences (MRes).** Full-time one-year programme (60 ECTS credits) taught entirely in English.
- **PhD in Management Sciences.** Full-time 4-year programme taught entirely in English.

The MRes is a programme in its own right, with specific professional openings. It also corresponds to the taught period of the PhD in Management Sciences (1st year).

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.

Professional openings calling for both academic and business profiles are becoming increasingly research-oriented.

Students on these research programmes are noted for their international and/or pluricultural profiles, as can be seen in the following chart:



Breakdown of student origin from 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 PhD students to one of its research units for their research period. This ensures that doctoral theses follow ESADE research lines, and this has a direct effect on thesis quality. Every year, each unit's research seminar includes close monitoring of the progress of all PhD student research projects.

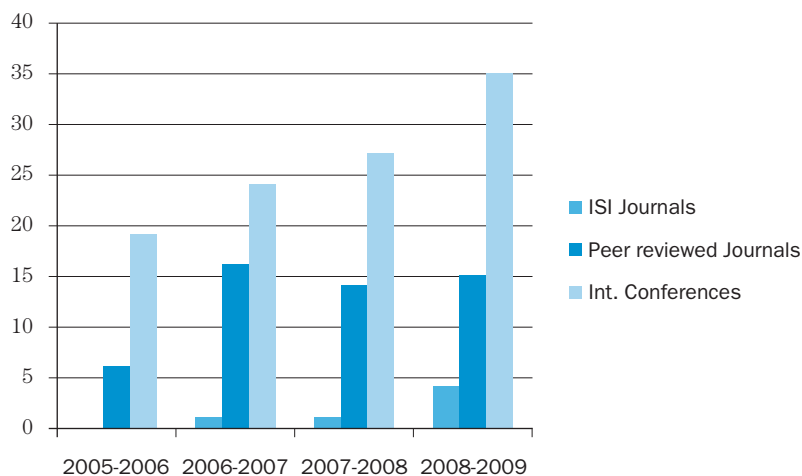
The following chart shows the distribution of current PhD students in research units.

Research Groups	1st year research period	2nd year research period	3rd year research period
GRIE	1	4	1
IGDP	1	0	1
GRAF	1	1	4
GRACO	1	2	3
GREC	0	1	1
IEL	1	1	1
IIS	4	0	1
Chair in LeaderShips	0	0	1
SRC	1	1	0
BUNED	1	1	1
Chair of Design	0	0	1

Breakdown of current first, second and third-year "PhD Research Period" students by research group

Doctorate students' participation in research groups and their collaboration in research projects has 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.

Evolution of student participation in the ESADE research PhD



GIVING TO ESADE RESEARCH

Companies and organisations 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.

Research allows us to generate new knowledge for society and tools that enrich our students and improve the competitiveness of our country's companies. In the past year, several companies and organisations invested in ESADE research: 197 people involved, including PhD candidates, faculty and researchers, 60 national research projects and 6 international research projects.

Our gratitude to all the companies and organisations that have generously supported our research and educational projects:

Research and Education

Primary contributions:

ABERTIS INFRAESTRUCTURAS
 ACCENTURE
 AGROLIMEN
 BBVA
 CAIXA DE MANRESA
 CRITERIA CAIXACORP
 DELOITTE
 EGARSAT
 FUNDACIÓ "LA CAIXA"
 FUNDACIÓ CAIXA CATALUNYA
 FUNDACIÓ CAIXA DE SABADELL
 FUNDACIÓ LLUÍS CARULLA
 FUNDACIÓN AGBAR
 FUNDACIÓN CULTURAL BANESTO
 FUNDACION INSTITUTO EDAD Y VIDA
 FUNDACION NOVIA SALCEDO
 FUNDACION PRICEWATERHOUSECOOPERS
 FUNDACION REPSOL
 GAS NATURAL SDG
 HOTELES HESPERIA
 IBM
 ICEX
 INTER PARTNER ASSISTANCE ESP.
 INTERES INVEST IN SPAIN
 KPMG
 MICROBANK LA CAIXA
 PORTEVRO-SERVIÇOS DE APOIO AS EMPRESAS,
 UNIPessoal, LDA
 PRICEWATERHOUSECOOPERS
 PROMOCIÓN Y PLANIFICACIÓN HOTELERA
 SOCIEDAD ESTATAL PARA LA PROMOCIÓN Y ATRACCIÓN DE
 INVERSIONES EXTERIORES

Others:

AMERICAN CHAMBER OF COMMERCE
 AOPC
 ASEPEYO
 BANCAJA
 BARCELONA CHAMBER OF COMMERCE
 CELSA
 COORDINADORA DE GESTIÓN DE INGRESOS
 ECR EUROPE
 FUNDACIÓ PRIVADA MIARNAU
 GREMI D'EDITORS DE CATALUNYA
 INSTITUT DE GESTIÓ ESTRATÈGICA, PROMOCIÓ ECONÓMICA
 I SOCIETAT DE LA INFORMACIÓ
 IZASA
 MINISTRY OF INDUSTRY, TOURISM AND TRADE
 ORANGE CATALUNYA
 TERRASSA TOWN HALL
 UNIÓ CATALANA D'HOSPITALS
 WILICO WIRELESS NETWORKING

RESEARCH OUTPUTS

JOURNALS

**ARTICLES IN
REFEREED JOURNALS**

Albareda Vivó, Laura
Lozano Soler, Josep Maria

The changing role of governments in corporate social responsibility: drivers and responses

Albareda Vivó, L.; Lozano Soler, J. M.;

Tencati, A.; Midttun, A.; Perrini, F.

Business Ethics: A European Review

Vol. 17, no. 4, 10/2008, p. 347-363

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

Arenas Vives, Daniel

Business in society and the emerging global governance paradigm

Lenssen, G.; Arenas Vives, D.; Lacy, P.; Pickard, S.

Corporate Governance. The International Journal of Business in Society

Vol. 8, no. 4, 09/2008, p. 348-360

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

Arenas Vives, Daniel
Lozano Soler, Josep Maria
Albareda Vivó, Laura

The role of NGOs in CSR: Mutual perceptions among stakeholders

Journal of Business Ethics (2008 IF=1.023)

Vol. 88, no. 1, 09/2009, p. 175-197

This paper explores the role of NGOs in Corporate Social Responsibility (CSR) through an analysis of various stakeholders perceptions

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

Arjona Sebastiá, César

La teoría general de la forma de Robert Summers

Doxa

Nº 31, 06/2009, p. 689-704

El propósito de este trabajo es introducir y analizar la teoría general de la forma, del profesor Robert Summers. Basándose en el concepto de forma (que el autor define como 'ordenación sistemática y tendiente a un fin'), Summers presenta una teoría ambiciosa de gran importancia epistemológica. Propone una nueva manera de contemplar el sistema jurídico, la perspectiva de la forma, al tiempo que subraya las insuficiencias de la perspectiva de la regla que caracteriza el pensamiento de iusfilósofos tan importantes como Hans Kelsen o Herbert Hart. Así, en el análisis de Summers, las reglas no constituyen el elemento central, como es el caso en el positivismo jurídico tradicional, sino un tipo de unidad jurídica entre otras. Este artículo analiza tanto la dimensión estructural (anatómica) como funcional (fisiológica) de esta nueva teoría. Además, la situa dentro del marco de la filosofía jurídica contemporánea, en la que está llamada a ocupar una posición relevante.

Batista-Foguet, Joan Manuel

Juvenile delinquency: Analysis of risk and protective factors using quantitative and qualitative methods

Simoes, C.; Gaspar de Matos, M.; Batista-Foguet, J. M.

Cognition, Creier, Comportament. Cognition, Brain, Behavior

Vol. 12, no. 4, 12/2008, p. 389-408

Several factors are associated to delinquency. It is difficult to change or reduce risk factors. Therefore, the perspective of protective factors promotion appears as an alternative or a complementary approach to risk factors prevention. The quantitative study showed that the "substance use" was the most salient risk factor for juvenile delinquency while the positive relationships in the school context were the most salient protective factor.

Batista-Foguet, Joan Manuel**University entrepreneurship centres as service businesses**

Palacio, I.; Sole, F.; Batista-Foguet, J. M.

The Service Industries Journal (2008 IF=0.452)

Vol. 28, No 7, 09/2008, p. 939-951

In recent years many universities have created entrepreneurship centres which offer a set of services to students, educators and professionals in order to promote entrepreneurial attitudes. The first part of this work is focused on describing a university entrepreneurship program as a service business. The second part summarizes the results of the empirical study based on the Students' Evaluation of Educational Quality (SEEQ) questionnaire administered to 106 students of the Technical University of Catalonia (UPC) in Spain who attended the entrepreneurship courses offered by the entrepreneurship centre the Innova Program.

Batista-Foguet, Joan Manuel**Saris, Willem Egbert****Boyatzis, Richard****Serlavós Serra, Ricard****Effect of response scale on assessment of emotional intelligence competencies**

Batista-Foguet, J. M.; Saris, W.; Boyatzis, R.; Guillén, L.;

Serlavós Serra, R.

Personality and Individual Differences (2008 IF=1.598)

Vol. 46, no. 5-6, 02/2009, p. 575-580

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

Bisbe Viñas, Josep**The choice of interactive control systems under different innovation management modes**

Bisbe Viñas, J.; Malagueño de Santana, R.

European Accounting Review (2008 IF=0.633)

Vol. 18, no. 2, 06/2009, p. 371-405

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

Busquets Carretero, Xavier**Managing differences:****Innovations case discussion: Specialisterne**

Austin, R.; Busquets Carretero, X.

Innovations: Technology, Governance, Globalization

Vol. 3, no. 1, Winter/2008, p. 28-35

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

Calabretta, Giulia**Montaña Matosas, Jordi****Iglesias Bedós, Oriol****A cross-cultural assessment of leading values in design-oriented companies***Cross Cultural Management: An International Journal*

Vol. 15, no. 4, 2008, p. 379-398

This study is an attempt to approach design management from a cultural perspective. Specifically, the paper assumes that design orientation reflects an underlying organisational culture that distinguishes design-oriented companies from the rest and reinforces their capability to generate competitive advantage from design management. The aim is to disentangle the main characteristics of this culture.

A case study research approach was adopted to gain some initial insights on the cultural characteristics of the population considered in the present study. The results of the field study identify a set of general values and product-related values shared by the design-oriented companies considered in this research. In addition, the existence of functional sub-cultures and cross-cultural differences is analysed, together with a discussion on how organisational culture and functional sub-cultures can co-exist in this specific context.

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

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

Cantó Milà, Natàlia**Lozano Soler, Josep Maria****The Spanish discourse on CSR***Journal of Business Ethics* (2008 IF=1.023)

Vol. 87, Supplement 1, 04/2009, p. 157-171

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

Here, we seek to elaborate on a concept of corporate social citizenship viewed as a "field of discourse", which is being produced by an epis-

temic community, at Spanish yet also at a global level. Thus, we seek to depict the contours of the Spanish discourse on CSR, researching its evolution over the last 5 years. We focus on its main actors, the central topics on its agendas, the conflicts that are appearing, and how they are being dealt with. In order to achieve these objectives, we focus primarily on the transcription of 61 speeches made by different stakeholders at the Spanish Parliament during 2005. This initiative of the Spanish Parliament is unique of its kind. A special sub-commission was created to discuss the role that Spanish public institutions should play regarding corporate social responsibility. Sixty-one experts from different areas (academia, business, trade unions, and NGOs) were invited to present their views on CSR.

Members of the sub-commission had the opportunity to discuss with these experts the nature, limits, results and evolution of CSR, seeking with special interest their opinions on the role that the Spanish Government should play in the consolidation of CSR in Spain. The thesis of this paper is that through an exhaustive analysis of the transcriptions of these interventions at the Spanish Parliament, we can identify who constitutes the Spanish epistemic community on CSR. We can also trace the main contours of this field of discourse, to identify the main actors in its development (particularly, of course, on the binding point between CSR and government) and the main issues discussed, as well as the "hot topics". The presentation will also locate the uniqueness of this debate generated in parliament within the context of the wider Spanish debate on CSR.

Diez Piñol, Miriam

Dolan, Simon

Sierra Olivera, Vicenta

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

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

The traditional perspective in the occupational and organizational psychology literature aimed at understanding well-being, has focused almost exclusively on the "disease" pole. Recently, however, new concepts focusing on health are emerging in the so-called "positive psychology" literature. The purpose of this paper is to test multiple possible linkages (or profiles) between certain personal, organizational, and cultural variables that affect both burnout and vigor. Burnout (disease) and vigor (health) are assumed to represent two extreme poles of the well-being phenomenon.

An innovative statistical treatment borrowed from data mining methodology was used to explore the conceptual model that was utilized. A self-administered questionnaire from a sample of 1,022 physicians working in Swedish public hospitals was used. Standardized job/work demands with multiple items were employed in conjunction with the Uppsala Burnout scale, which was dichotomized into high (burnout) and low (vigor) score. A combination of ANOVAs and "classification and regression tree analyses" was utilized to test the relationships and identify profiles.

Results show an architecture that predicts 59 percent of the explained variance and also reveals four "tree branches" with distinct profiles. Two configurations indicate the determinants of high-burnout risk, while two others indicate the configurations for enhanced health or vigor.

In addition to their innovative-added value, the results can also be most instrumental for individual doctors and hospitals in gaining a better understanding of the aetiology of burnout/vigor and in designing effective preventative measures for reducing risk factors for burnout, and enhancing well-being (vigor).

Dolan, Simon

Raich, Mario

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

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

The purpose of this is to trace the current changes in business and society and identify the forces that shape the new landscape. It is argued that any attempt to continue business as usual is doomed to fail. The paper describes the change of paradigms that is taking place, and calls for respective alignment of business and political leaders. It further proposes that failure to perceive the changes or to take action, will lead to catastrophic consequences for people, organizations and society.

The paper concludes that there is a great need to change the fundamental principles of society away from dominance towards partnership and care; to change the fundamental paradigms which have stimulated the economy for centuries away from growth, towards transformation; to change the fundamental values underlying business from financial gain towards balanced values. The impact on economy and business would be far-reaching, shifting their roles to focus on the real needs of people and society

Giménez Thomsen, Cristina

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

Giménez Thomsen, C.; Lourenço, H. R.
International Journal of Logistics Management
Vol. 19, no. 3, 12/2008, p. 309-343

The purpose of this paper is to analyse the interaction of two topics: supply chain management (SCM) and the internet. Merging these two fields is a key area of concern for contemporary managers and researchers. They have realised that the internet can enhance SCM by making real time information available and enabling collaboration between trading partners.

A literature review in prestigious academic journals in Operations Management and Logistics has been conducted for the period 1995-2005. The objective is to collect, organise and synthesise existing knowledge relating to SCM and the internet.

The paper describes the impact that the internet has on the different processes that SCM embrace. The literature review undertaken on the topic has shown that e-SCM has been acknowledged as an outstanding topic in the supply chain literature in the most prestigious operations management and logistics journals, especially after year 2000. The main topics have been e-procurement, e-fulfilment and information flows.

The value of this paper is to define e-SCM, to analyse how research in this area has evolved during the period 1995-2005 and to identify some lines of further research.

Giménez Thomsen, Cristina

Oral communication capabilities of governmental purchasers in the USA

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

The main purpose of this paper was the evaluation of previous German and Spanish research conducted related to oral communication capability in a different cultural surrounding. In order to test the validity of the European findings, a new sample was drawn using membership data of the U.S. based National Institute of Governmental Purchasing. The results of this paper corroborate that oral communication capability is a construct consisting of three dimensions. The model obtained in Europe for managers from private sector purchasers is

also applicable in the USA for public purchasers. Furthermore, European results proposed four distinct types of communicators, while in the USA two additional groups of purchasers were found. Nevertheless, there is limited evidence for demographic or cultural influences on the oral communication capabilities of purchasers.

Lingham, Tony
Richley, Bonnie
Serlavós Serra, Ricard

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

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

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

Lozano Soler, Josep Maria
CSR or RSC? (Beyond the Humpty Dumpty syndrome)

Society and Business Review
 Vol. 3, no. 3, 10/2008, p. 191-206

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

The intention is not to become bogged down with questions of semantics of terminology but, rather, to bring about a change in emphasis. The author intends this to be a means of considering a more relational vision of the company (in other words, a relational corporation), taking as the point of departure the company's relationships with stakeholders. The paper proposes an analysis of the stakeholder relationship which is not reduced to mere relationship management.

Once these relationships have been established, it can be highlighted how, in each of them, the existence of economic, social and environmental dimensions can be investigated and, as a result, how these dimensions can be integrated into management. This means that the integration process should be translated into a vision of CSR (or, as is suggested, of RSC: responsible and sustainable corporation) at the same time as being a transversal management approach and an axis of corporate identity and of understanding the company as a project.

The paper proposes a change of emphasis regarding the approach to CSR. The aim of the paper is to contribute towards preventing the CSR debate from becoming blocked by debate on the scope of the term "social". It should be put forward directly in terms of business strategy, in order for CSR not to be reduced to a set of business practices but for it to become part of the vision of the company, leading to the proposal of: responsible and sustainable corporation.

Martell Sotomayor, Janette
Socially responsible business schools: Collective stakeholders voices demand urgent actions

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

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

Martí Ripoll, Margarita
Organizational Leadership: Motives and Behaviors of Leaders in Current Organizations

Martí Ripoll, M.; Gil, F.; Barrasa, A.
The Spanish Journal of Psychology (2008 IF=0.558)
 Vol. 12, no. 1, 05/2009, p. 267-274

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

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

Marzal Yetano, Elia**Propuesta teórica y metodológica para el estudio comparado del derecho de inmigración**

Revista Crítica de Derecho Inmobiliario
Vol. 74, nº 709, 09/2008, p. 2073-2098

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

Montaña Matosas, Jordi**An extension and further validation of a community-based consumer well-being measure**

Sirgy, J.; Montaña Matosas, J.; et al.
Journal of Macromarketing
Vol. 28, no. 3, 09/2008, p. 243-257

The goal of this study is to extend the research and further validation of Lee and colleagues' measure of community-based consumer well-being. The measure is based on the notion that consumers experience well-being to the extent that they are satisfied with local marketplace experiences related to (1) shopping for desired consumer goods and services in the local area, (2) preparing locally purchased consumer durables for personal use, (3) consuming locally purchased goods and services, (4) owning consumer durables purchased in the local area, (5) using repair and maintenance services in the local area, and (6) using selling, trading-in, and disposal services in the local area. Data were collected from ten localities in nine countries/states (California, Minnesota, Canada, Australia, Spain, Germany, Switzerland, Turkey, Egypt, and China) using the mall intercept method. The data provided support for the predictive/nomological validity of the measure by providing empirical support for the relationship between the consumer well-being construct and other well-being constructs such as life satisfaction.

Murillo Bonvehí, David**Lozano Soler, Josep Maria****Pushing forward SME CSR through a network: an account from the Catalan model**

Business Ethics: A European Review
Vol. 18, no. 1, 01/2009, p. 7-20

This text presents the results of a regional project on the promotion of CSR in SMEs in Catalonia. The document is based on the approach of the practitioner promoting the establishment of a working network with intermediate organisations, and creating specific tools for the purpose. The study is set up as a case study, emphasising inclusion, representativity and legitimacy, as key elements for the successful construction of a network to promote CSR in SMEs. The article is presented in the form of a descriptive and theoretical contribution. It emphasises the great need for progress in coordinating the growing number of initiatives fostering CSR in SMEs and points out the need to fully develop working in networks as a means of clarifying and organising the increasing proliferation of tools and documents in support of SMEs. As well as a brief account on the material results to be explored in further articles, the study concentrates on the process of network functioning, and the need to set up a working group that more closely responds to the concept of deliberative democracy than to the ethics of a discourse where inclusion is the basic feature of the deliberation process. The authors are convinced that this study may compensate for the serious lack of academic texts on how to work in networks to foster CSR. This need is all the more imperative when dealing with companies whose size restricts their ability to engage with the CSR discourse without external support from other organisations to channel their efforts.

Parada Balderrama, María José**Gimeno Sandig, Alberto
Alemany Gil, María Luisa****Capital riesgo y empresa familiar: ¿Es posible la sinergia?**

Revista Española de Capital Riesgo
Nº 2, 07/2009, p. 17-28

Las empresas familiares representan una vasta mayoría de empresas y contribuyen en gran medida a la generación de puestos de trabajo y al desarrollo de los países. De ahí la importancia de entender cuáles son las claves de su competitividad y cómo se puede mejorar esta competitividad. En este sentido, las empresas de capital riesgo pueden jugar un papel significativo en el apalancamiento de dicha competitividad, dadas las posibles sinergias que se pueden crear. El artículo incluye un análisis de cuáles son los factores clave de competitividad de las empresas familiares y cómo las empresas de capital riesgo pueden aportar valor en cada una de estas dimensiones que coadyuvan al éxito de las empresas familiares.

Pless, Nicola Manuela**Maak, Thomas****Responsible leaders as agents of world benefit: Learnings from "Project Ulysses"**

Pless, Nicola Manuela; Maak, Thomas
Journal of Business Ethics (2008 IF=1.023)

Vol. 85, Supplement 1, Febrero 2009, p. 59-71

There is widespread agreement in both business and society that MNCs have an enormous potential for contributing to the betterment of the world (WBCSD: 2006, From Challenge to Opportunity. in L. Timberlake (ed.), A paper from the Tomorrow's Leaders Group of the World Business Council for Sustainable Development). In fact, a discussion has

evolved around the role of “Business as an Agent of World Benefit.”¹ At the same time, there is also growing willingness among business leaders to spend time, expertise, and resources to help solve some of the most pressing problems in the world, such as global warming, poverty, HIV/AIDS, and other pandemic diseases. One example of business leaders engagement in citizenship activities is PricewaterhouseCoopers’ (PwC) leadership development program called “Project Ulysses” which we present and discuss in this article. Using a narrative approach we ask: “What can business leaders learn from selected Ulysses narratives for acting as agents of world benefit and with respect to engaging responsibly in the fight against some of the most pressing social problems at the local level?” Our contribution is organized as follows. We begin the article with a brief discussion on the role of business leaders in the fight against world’s social problems and address some areas of concern as to whether or not business leaders should play a role in fighting these global issues. We then introduce “Project Ulysses” which takes place in cross-sector partnership in developing countries. Following an overview of the research methodology we present four Ulysses narratives which tell us about learnings in the light of fundamental human problems, such as poverty and misery. Each story is analyzed with regard to the above question. We conclude the article by summarizing key lessons learned and some recommendations for business leaders as agents of world benefit.

Rodrigo Ramírez, Pablo Arenas Vives, Daniel

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

Journal of Business Ethics (2008 IF=1.023)

Vol. 83, no. 2, 12/2008, p. 265-283

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

Romero Velasco, Margarita Wareham, Jonathan D.

Just-in-time mobile learning model based on context awareness information

IEEE Learning Technology Newsletter

Vol. 11, no. 1-2, 04/2009, p. 4-6

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

Ruiz Vegas, Francisco Javier Agell Jané, Núria

IDD: A supervised interval distance-based method for discretization

Ruiz Vegas, F. J.; Angulo Bahón, C.; Agell Jané, N.

IEEE Transactions on Knowledge and Data Engineering

Vol. 20, no. 9, 09/2008, p. 1230-1238

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

Saz-Carranza, Ángel Serra Martín, Albert

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

Public Management Review (2008 IF=0.930)

Vol. 11, no. 3, 05/2009, p. 263-279

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

Solanas Pérez, Antonio Sierra Olivera, Vicenta

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

Solanas Pérez, A.; Sierra Olivera, V.; Quera Jordana, V.; Manolov, R.

Psychological Reports (2008 IF=0.309)

Vol. 103, no. 2, 10/2008, p. 9-515

The present study explored the statistical properties of a randomization test based on the random assignment of the intervention point in a two-phase (AB) single-case design. The focus is on randomization distributions constructed with the values of the test statistic for all possible random assignments and used to obtain p values. The shape of those distributions is investigated for each specific data division defined by the moment in which the intervention is introduced. Another aim of the study consisted in testing the detection of inexistent effects (i.e., production of false alarms) in autocorrelated data series, in which the assumption of exchangeability between observations may be untenable. In this way, it was possible to compare nominal and empirical Type I error rates to obtain evidence on the statistical validity of the randomization test for each individual data division. The results

suggest that, when either of the two phases has considerably fewer measurement times, Type I errors may be too probable and, hence, the decision-making process to be carried out by applied researchers may be jeopardized.

Solanas Pérez, Antonio
Sierra Olivera, Vicenta

Measuring and making decisions for social reciprocity

Solanas Pérez, A.; Leiva Ureña, D.; Sierra Olivera, V.; Salafranca Cosialls, I.

Behavior Research Methods (2008 IF=1.737)

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

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

Suárez Barraza, Manuel Francisco
Bou Alameda, Elena

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

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

Lean Manufacturing Journal-Reliable Plant Magazine
09/2008, p. 1-32

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

Taking the routine's debate into account (efficiency versus flexibility), we argue that routines can change be flexible, while at the same time being a strong platform of homogeneity. In this participatory research we accompanied practitioners in the application of process improvement methodologies during a six-month stay. Based on this empirical study, we propose a macro and micro theory framework using a metaphor: a ship and an anchor. This metaphor helps us to explore the nature of phenomena at one of the Toyota plant (standardization without standardization).

Suárez Barraza, Manuel Francisco
Smith, Tricia

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

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

The TQM Journal

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

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

The case study approach was adopted in this research. The research design conducted was of the longitudinal and retrospective type.

The results of the empirical evidence show that three techniques related to lean-kaizen have a direct effect on the processes and management systems in local councils. The three techniques are: 5S, gemba kaizen workshops and process mapping. These techniques improved the processes and quality of public services provided by the councils. These results suggest the first indications of documented lean-kaizen public service.

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

Suárez Barraza, Manuel Francisco
Ramis Pujol, Juan

Continuous process improvement in Spanish local government: Conclusions and recommendations

Suárez Barraza, M. F.; Ramis Pujol, J.; Tort-Martorell, X.

International Journal of Quality and Service Sciences

Vol. 1, no. 1, 2009, p. 96-112

In response to external pressures that Spanish City Halls have been experiencing since the late 1980s and beginning of the 1990s, some of the local administrations have become references of success among the rest of the Spanish City Halls by focusing their efforts on making improvements through continuous process improvement (CPI). Thus, the research question of this study was: how was CPI approached in Spanish City Halls that have become references in Spain? The objective of this study was to explore and shed further light on the literature about this subject, viewing CPI within the public context of a local administration.

This study used a qualitatively based interpretive methodology, applying the case study as a research strategy through a dual design, which combines longitudinal and retrospective studies.

Spanish City Hall's approach CPI through a group of interrelated principles, techniques and tools that have been applied in a public context, resulting in certain benefits in municipal management.

As a result of the conclusions from the field study, a set of practical recommendations are presented here that can be useful for other local administrations involved in improvement efforts.

Academic literature on the application of CPI in the public sector has

been approached from perspectives like new public management or total quality management. However, in the Spanish context, there are practically no studies that explore and analyze the Spanish City Halls that have had positive results in their management, by focusing their efforts of improving work processes and public services on CPI.

Valls Giménez, Josep Francesc

Factores de éxito de las compañías de bajo coste

Revista de Estudios Turísticos

Nº 175-176, 2008, p. 59-79

El artículo analiza el fenómeno que se produce con la liberalización aérea en Europa a partir de 1997 a raíz del advenimiento de las compañías de bajo precio, las claves de éxito de su expansión, la evolución de la sensibilidad de los viajeros ante el precio, y los impactos que las compañías de bajo coste han producido en las compañías aéreas tradicionales, en los aeropuertos a los que vuelan y sus territorios inmediatos, en el sector turístico y en general en la sociedad europea. Acaba con el planteamiento de las perspectivas de futuro.

Valls Giménez, Josep Francesc

Sardá Borroy, Rafael

Percepción de los expertos sobre las implicaciones del cambio climático en las regiones turísticas euromediterráneas

Revista de Análisis Turístico

Nº 5, 11/2008, p. 46-65

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

Valls Giménez, Josep Francesc

Sardá Borroy, Rafael

Tourism expert perceptions for evaluating climate change impacts on the Euro-Mediterranean tourism industry

Tourism Review

Vol. 64, no. 2, 07/2009, p. 41-51

The purpose of this paper is to analyse perceptions among European tourism experts specialising in tourism planning regarding the impact that climate change may have on tourism management.

The methodology used was the double convergent Delphi Method. A total of 70 European experts in tourism planning were surveyed to determine their opinions. Two focus groups of experts were organised, first to fine-tune the questionnaire before implementing the Delphi method and, second, to check the results afterwards.

Vilanova Pichot, Marc

Lozano Soler, Josep Maria

Arenas Vives, Daniel

Exploring the nature of the relationship between CSR and competitiveness

Journal of Business Ethics (2008 IF=1.023)

Vol. 87, Supplement 1, April 2009, p. 57-69

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

Wareham, Jonathan D.

Busquets Carretero, Xavier

Creative, convergent, and social: Prospects for mobile computing

Wareham, J. D.; Busquets Carretero, X.; Austin, R.

Journal of Information Technology (2008 IF=1.966)

Vol. 24, no. 2, 06/2009, p. 139-143

This paper highlights the over-arching themes salient in the rapidly converging mobile computing industry. Increasingly, the developers of mobile devices and services are looking toward exploratory, non-determinist or, user-driven development methodologies in an effort to cultivate products that consumers will consistently pay for. These include Design Thinking, Living Labs, and other forms of ethnography that embrace serendipity, playfulness, error, and other human responses that have previously rested outside the orthodoxy of technology design. Secondly, the mobile device is likely the world's foremost social computer. Mobile vendors seeking to foster the production, propagation, and consumption of content on mobile devices are

increasingly viewing the challenge as a complex social phenomenon, not a merely a well-defined technology problem. Research illustrating these themes is presented.

Wareham, Jonathan D.

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

Wareham, J. D.; Sonne, T.

Innovations: Technology, Governance, Globalization

Vol. 3, no. 1, Winter 2008, p. 11-27

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

Wareham, Jonathan D.

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

Klein, R.; Wareham, J. D.

Journal of Electronic Commerce Research

Vol. 9, no. 4, 12/2008, p. 243-259

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

Wareham, Jonathan D.

Living Labs and open innovation: Roles and applicability

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

The Electronic Journal for Virtual Organizations and Networks

Vol. 10, no. 3, 09/2008, p. 21-46

Last decades and especially since the massive generalization of web 2.0, we have assisted to a blossoming of the role of users, either as generators of contents or as direct contributors in the innovation process. However these contributions are better characterized as lacking structure and governance making it difficult to actively build

on them in terms of both business process and policy. On the other side, broadening the inflows of companies in the innovation process in order to capture the benefits of globalization poses a massive filtering problem: How to be aware, reach and select the right ideas. This problem, massive per se, becomes even greater if we include user contributions. Living Labs, small organizations that aim to capture users' insights, prototype and validate solutions in real life contexts, aim to contribute to both problems providing structure and governance to the user involvement and methodologies and organizations to filter and sense user insights. This work aims to situate their contribution in the context of Open Innovation at micro level and in Systems of Innovation at macro level while providing insights on both where are there more effective and where their main limitations lie.

Wareham, Jonathan D.

Parasitism and Internet auction fraud: An exploration

Chua, C.; Wareham, J. D.

Information and Organization

Vol. 18, no. 4, 10/2008, p. 303-333

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

Wareham, Jonathan D.

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

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

Journal of the Association for Information Systems (2008 IF=1.836)

Vol. 9, no. 9, 2008, p. 497-518

This paper guides the theoretical development of future research on interorganizational systems (IOS). We first assess past IOS research by reviewing and summarizing the findings of 51 empirical studies of IOS published in 11 IS journals between 1990 and 2003. This literature addresses three primary issues: (1) factors influencing organizational decisions to adopt IOS; (2) the impact of IOS on governance over economic transactions; and (3) the organizational

consequences of IOS adoption. From our assessment of the findings and theoretical approaches taken in past research, we offer three recommendations for future research. First, the theoretical foundations of IOS research during this period are diverse, representing 17 different yet complementary theories. We recommend that researchers continue to diversify their theoretical approaches in order to address new research challenges. Second, we recommend that IOS researchers move beyond mere descriptions of IOS artifacts by engaging with IOS artifacts on theoretical grounds. Third, we identify and describe new theoretical directions for future IOS research in each of the main issue areas.

Zhang, Yingying

Dolan, Simon

Lingham, Tony

Altman, Yohanan

International strategic human resource management: A comparative case analysis of Spanish firms in China

Management and Organizational review - MORE

Vol. 5, no. 2, 07/2009, p. 195-222

This study examines the role of human resources in strategy formulation processes in China's emerging market. Employing a qualitative data driven thematic analysis, we present evidence collected from six comparative case sites of Spanish firms in China. Our findings suggest that high performing firms use a dynamic adaptive logic while lower performing firms use a static structural logic. A dynamic adaptive model of strategic human resource management is identified, emphasizing a fluid and informal process between strategy, human resources and international management.

Zhang, Yingying

Dolan, Simon

Learning from subsidiaries: The case of Spanish firms in China

Zhang, Y.; Dolan, S.; Sánchez Vidal, M^a E.

International Business: Research, Teaching and Practice

Academy of International Business-Southeast USA Chapter (AIB-SE)

Vol. 2, no. 1, 09/2008, p. 85-99

The paper reviews the literature on learning and knowledge management, focusing on the context of learning relationships between headquarters and subsidiaries in international business. Research questions are addressed using a qualitative comparative case framework of two Spanish firms in China. Within its limitations, the results highlight the relevance of learning from subsidiaries in China, which is characterized by high market complexity and turbulence. Finally propositions are generated for future research.

JOURNALS

**ARTICLES IN OTHER
RELEVANT JOURNALS**

Ballabriga Clavería, Fernando
Mena López, Francesc Xavier

Análisis y previsión de la coyuntura económica

Informe económico

Barcelona: ESADE. Departamento de Economía
 Nº 8, 12/2008, p. 9-109

Busquets Carretero, Xavier

Dejando volar la innovación

Pulso

Nº 32, Primavera 2009, p.40-43

Cano Giner, Josep Lluís

Business intelligence o gestión inteligente de la información

ESADE Alumni

Nº 128, 11/2008, p. 50-52

Casabayó Bonás, Mónica

¿Está dispuesto el consumidor a comprar productos más ecológicos?

Harvard Deusto Marketing & Ventas

Barcelona: Deusto

Nº 92, 05-06/2009, p. 68-71

Casaburi, Ivana

El comportamiento del consumidor español ante la crisis

Segmento

México D.F.: Instituto Tecnológico Autónomo de México, División Académica de Administración y Contaduría, Centro de Inteligencia de Negocios
 Nº 43, 10/2008, p. 10-14

Casaburi, Ivana

El valor de la marca en la expansión internacional de la empresa española

Harvard Deusto Marketing & Ventas

Barcelona: Deusto

Nº 90, 01-02/2009, p. 52-56

Castiñeira Fernández, Àngel

Valors i canvi social a Catalunya. Realitats, ficcions i malentesos

Revista del Col·legi Oficial de Doctors i Llicenciats en Filosofia i Lletres i en Ciències de Catalunya

Barcelona: Col·legi Oficial de Doctors i Llicenciats en Filosofia

Nº 131, 07/2009, p. 9-21

Costa Guix, Gerard

Vila Fernández-Santacruz, Mar

Márketing de recesión: entre la ansiedad y la "Neomodestia"

Harvard Deusto Marketing & Ventas

Barcelona: Deusto

Nº 92, 05-06/2009, p. 44-49

Dolan, Simon

El galimatus de la gestión del talento en época de crisis: entrevista

Universia Wharton@Knowledge

Madrid: Universia; Philadelphia: Wharton School
 10/2008

Dolan, Simon

La gestión del talento en época de crisis

Dolan, S.; Valle, R.

Talento Humano

México D.F.: Talento Humano

Año 6, nº 11, 2009, p. 82-84

Dolan, Simon

Interview with Simon L. Dolan

Dolan, S.; Chowdary, N. V.

Effective executive

Andhra Pradesh, India: ICFAI University Press

Vol. 12, no. 8, 08/2009, p. 22-27

Dolan, Simon

Nuevas tendencias en materia de gestión de recursos humanos: entrevista

Soluciones laborales

Lima: Soluciones laborales

Nº 11, 11/2008, p. 70-71

Fabregat Feldsztajn, Jordi

Algunas medidas para salir de la crisis

Harvard Deusto Finanzas y Contabilidad

Barcelona: Deusto

Nº 90, 07/2009, p. 20-28

Gimeno Sandig, Alberto

Familienterapeutische Instrumente in Familienunternehmen: Interview mit Alberto Gimeno

Familiendynamik: interdisziplinäre Zeitschrift für systemorientierte Praxis und Forschung

Stuttgart: Klett-Cotta

34. Jahrg., Heft 3, 07/2009, p. 298-301

Iglesias Bedós, Oriol

Alfaro Faus, Manuel

La marca y la gestión de las emociones

Harvard Deusto Marketing & Ventas

Barcelona: Deusto

Nº 90, 01-02/2009, p. 40-44

Losada Marrodán, Carlos

Dossier Formación y Desarrollo

Losada Marrodán, C.; Carazo Muriel, J. A.

Capital Humano

Madrid: Wolters Kluwer Empresas

Nº 232 (Suplemento), 05/2009, p. 12-16

Mària Serrano, Josep Francesc**El jove, el guru i l'ocell.****Invitació a la llibertat***Quaderns CJ*

Barcelona: Cristianisme i Justícia

Núm. 162, 07/2009, 32 p.

Mendoza Mayordomo, Xavier**Les escoles de negoci i l'atracció de talent internacional a Barcelona***Paradigmes*

Barcelona: Generalitat de Catalunya.

Departament d'Innovació, Universitats i Empresa

Núm.1, 12/2008, p. 185-197

Montaña Matosas, Jordi**Moll Mendoza, Isabel****Guzmán Garza, Francisco****El diseño estratégico en la construcción de marcas***Harvard Deusto Marketing & Ventas*

Nº 90, 01-02/2009, p. 32-38

Murillo Bonvehí, David**La RSE en temps de crisi***Compartir*

Barcelona: Fundació Espriu

Núm. 72, 10/2008, p. 44-46

Murillo Bonvehí, David**L'eclosió de la RSE. Una visió des de Catalunya***Valors*

Barcelona: Centre d'Estudis Jordi Pujol

Nº 53, 10/2008, p. 38-46

Obeso Abalde, Carlos**Trabajo y valores en la Cataluña actual***AEDIPECatalunya*

Barcelona: AEDIPE

Nº 19, 05/2009, p. 25-28

Oroval Planas, Josep M.**La marca como estrategia corporativa***Harvard Deusto Business Review*

Barcelona: Deusto

Nº 173, 11/2008, p. 54-59

Planellas Arán, Marcel**Svejenova Nedeva, Silviya****Las claves del crecimiento de Mango***Harvard Deusto Business Review*

Barcelona: Deusto

Nº 174, 12/2008, p. 26-32

Raich, Mario**Dolan, Simon****La gran transformación de la sociedad y su impacto en la gestión de las empresas en el siglo XXI***Soluciones laborales*

Lima: Soluciones laborales

Vol. 11, nº 3, 06/2009, p. 57-60

Ribera Regull, Raimon**Empresa y calidad humana***Icade. Revista cuatrimestral de las Facultades de Derecho, Ciencias Económicas y Empresariales*

Madrid: Universidad Pontificia de Comillas. Icade

Nº 75, 12/2008, p. 267-289

Rovira Celma, Alex**Consciencia:****el antídoto de la crisis***Pulso*

Madrid: Fundación Telefónica

Nº 33, 06/2009, p. 30-33

Sabal Cárdenas, Jaime**A Practical Approach for Quantifying Country Risk***Journal Globalization, Competitiveness & Governability*

Washington D.C.: Georgetown University; Bobadilla del Campo,

Madrid: Universia

Vol. 2, no. 3, 12/2008, p. 50-63

Santomà Vicens, Ricard**Batallé Descals, Pere****Rovira Llobera, Xari****Costa Guix, Gerard****Vila Fernández-Santacruz, M. del Mar****Determinación de los aspectos de gestión que llevarán a una cadena hotelera a mejorar la calidad de su servicio***Leadership. Revista de circulación internacional*

Lima: CLADEA

Nº 14, 09/2008, p. 1-15

Seijo Font, Joan Antoni**En tiempos de crisis. Marcas y promociones interactivas***Marketing+Ventas*

Madrid: Wolters Kluwer España

Nº 240, 11/2008, p. 22-35

Soler Bigas, Beatriz**Varela Otero, Ana****El caso Bancaja: un ejemplo de estrategia multistakeholder***Harvard Deusto Marketing & Ventas*

Barcelona: Deusto

Nº 90, 01-02/2009, p. 58-63

Soler Bigas, Beatriz**Las paradojas de la marca:****Fortaleza y vulnerabilidad***Harvard Deusto Business Review*

Barcelona: Deusto

Nº 178, 04/2009, p. 64-70

Torrents Cruz, Jordi**Marcas para un nuevo orden económico***Harvard Deusto Marketing & Ventas*

Barcelona: Deusto

Nº 89, 11/2008, p. 28-32

Valls Giménez, Josep Francesc**Precios estáticos y precios dinámicos***Harvard Deusto Finanzas & Contabilidad*

Barcelona: Deusto

Nº 88, 03-04/2009, p. 52-61

Ulled Martínez, Agustí**La reforma de la política agrícola de la Unión Europea:****el “chequeo médico” de la PAC***Informe económico*

Barcelona: ESADE. Departamento de Economía

Nº 8, 12/2008 p. 111-131

BOOKS AND BOOK CHAPTERS

Books

Abel Lluch, Xavier (Director)
Picó Junoy, Joan (Director)
Ginés Castellet, Núria (Coordinadora)

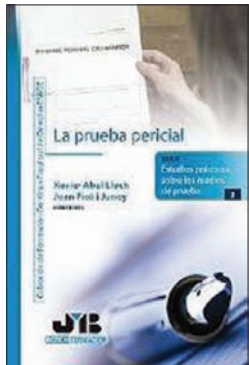
La prueba pericial

Barcelona: Bosch, 03/2009

581 p.

Colección de formación continua Facultad de Derecho ESADE.

Estudios prácticos sobre los medios de prueba; nº 3



La presente obra sobre la prueba pericial es el tercero de los títulos de la serie "Estudios prácticos sobre los medios de prueba", dentro de la Colección de formación continua de la Facultad de Derecho ESADE-URL, que tiene por objeto analizar cuestiones controvertidas sobre los distintos medios probatorios civiles en la práctica de los Juzgados y Tribunales, y aportar soluciones concretas a las mismas. Es igualmente la primera de las publicadas desde la constitución del Instituto de Probática y Derecho

Probatorio de la Facultad de Derecho ESADE-URL, institución académica que tiene entre sus finalidades promover la investigación en materias relacionadas con la probática y el derecho probatorio.

Al igual que la primera (El interrogatorio de partes, Bosch, 2007) y segunda (El interrogatorio de testigos, Bosch, 2008) obra de esta serie se distinguen dos partes diferenciadas. En una primera parte, se ha efectuado un estudio monográfico de la prueba pericial comprensivo de algunas cuestiones dogmáticas -naturaleza jurídica, admisibilidad y objeto-, el estatuto jurídico del perito -desde la capacidad del perito hasta la responsabilidad en que puede incurrir-, el procedimiento de la pericia -en su doble modalidad de dictamen a instancia de parte y de dictamen de designación judicial-, y la valoración e impugnación del dictamen pericial.

En una segunda parte, de carácter más práctico, se abordan hasta un total de veintiocho cuestiones sobre la prueba pericial, agrupadas en siete capítulos (1º. Admisibilidad de la prueba pericial; 2º. Dictamen por perito designado a instancia de parte; 3º Dictamen por perito de designación judicial; 4º Cuestiones de procedimiento; 5º La contradicción del dictamen pericial; 6º La valoración del dictamen pericial; 7º El coste del dictamen pericial. Especial consideración de la provisión de fondos; 8º El dictamen pericial y el juicio verbal) con lo que se pretende sistematizar el estudio y facilitar al lector la consulta de las mismas.

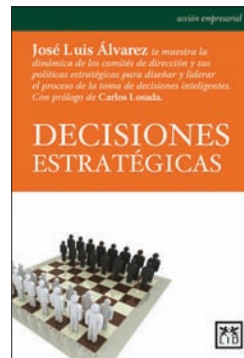
Cada una de las veintiocho cuestiones analizadas responde a un mismo esquema, en el que se distinguen tres apartados. En un primer apartado, se ofrece por parte del autor la respuesta jurídica a la cuestión planteada, a partir de la reflexión jurídica y del análisis jurisprudencial. En un segundo apartado, se acompaña un índice sistemático de jurisprudencia, en el que se indican, con expresión de la fecha y repertorio y una sucinta referencia a su contenido, las sentencias más significativas y más recientes sobre la cuestión planteada. Y, finalmente, en un tercer apartado, se insertan, a modo de extractos parciales, la parte más relevante de la sentencia en que se aborda la cuestión analizada.

Álvarez Álvarez, José Luis
Decisiones Estratégicas

Madrid: LID, 02/2009

189 p.

Acción empresarial



Este libro expone los criterios más importantes para el diseño, composición, preparación y dirección de Comités de Alta Dirección, como Comités ejecutivos, Consejos de Administración y similares. Enfatiza la necesidad de Comités heterogéneos y con procesos de toma de decisiones dialécticos.

Bartlett Castella, Enric R. (Coordinador)
Bardají Gálvez, M^a Dolores (Coordinadora)
1957-2007, 50 años de derechos humanos y Europa

Barcelona: Bosch, 02/2009

174 p.



Con el hilo conductor de los 50 años transcurridos desde la firma de los Tratados constitutivos de la Comunidad Europea y de la Comunidad Europea de la Energía Atómica el 25 de marzo de 1957, se considera la evolución de los derechos humanos en Europa, desde diversas perspectivas: la economía, la Europa social, la libre circulación de personas, la política agraria común, la contribución de las ciudades y regiones, la política exterior y de seguridad.

El libro es fruto de los trabajos de la XIII sesión del Seminario Permanente de Derechos Humanos Antonio Marzal, que se desarrolla en la Facultad de Derecho.

Bartlett Castella, Enrique Ricardo
Els drets humans a la ciutat: adaptació de les normatives municipals a la Carta Europea

Barcelona: Diputació de Barcelona, 09/2008

62 p.

Documents de Treball. Sèrie igualtat i ciutadania; núm. 7



Guia metodològica adreçada als ajuntaments, que recull un conjunt d'orientacions per a l'aplicació i el desenvolupament del contingut de la Carta Europea de Salvaguarda dels Drets Humans a la Ciutat, en el marc normatiu municipal, d'acord amb l'ordenament jurídic de l'Estat espanyol i el de la Comunitat Autònoma de Catalunya. És el resultat de la tasca desenvolupada per un grup de treball integrat per representants de diversos ajunta-

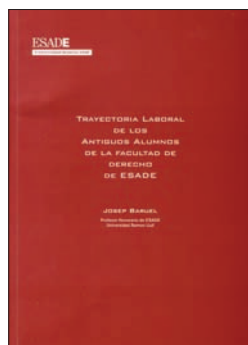
ments adherits a la Xarxa de Pobles i Ciutats pels Drets Humans, del Col·legi de Secretaris, Interventors i Tresorers d'Administració Local de Barcelona, de l'Institut de Drets Humans de Catalunya i d'un equip tècnic de la Diputació de Barcelona. Com a ponent del grup de treball, ha actuat Enric R. Bartlett Castellà.

Baruel Coll, Josep

Trayectoria laboral de los antiguos alumnos de la Facultad de derecho de ESADE

Barcelona: ESADE, 2008

54 p.



El origen de este análisis de la trayectoria laboral de los antiguos alumnos de la Facultad de Derecho de ESADE fue el deseo de su Decanato de tener un estudio similar al hecho anteriormente con los licenciados de la carrera de ciencias empresariales. En consecuencia, se ha hecho un análisis paralelo al hecho con los antiguos alumnos de la carrera de ciencias empresariales. Pero hay que advertir al lector que esto se ha podido hacer sólo en parte, sobre todo si nos

referimos a la mecánica de muchos de los análisis que hay que hacer, pero que es evidente que las diferencias entre ambos análisis son tales que no puede hacerse, p.e., una valoración comparativa entre la preparación y mucho menos el éxito conseguido en la sociedad de juristas y directores de empresas, por diferencias básicas entre los dos colectivos.

Bernardos Domínguez, Gonzalo

¿Cómo invertir con éxito en el mercado inmobiliario?

A Coruña: Netbiblo, 2007

216 p.



En el período 1998-2005, nadie se equivocó en materia de inversión inmobiliaria en España. No importaba el precio pagado ni el lugar escogido, al cabo de un escaso tiempo, la vivienda o el suelo adquirido se revalorizaba de forma considerable. No era extraño que los especuladores consiguieran rentabilidades superiores al 100%, 200% o 500%. En dicho contexto, un libro como el actual no tenía sentido, ya que todo el mundo sabía invertir de forma adecuada en el mercado inmo-

biliario. No obstante, en el año 2007, la recesión ha llegado al mercado de la vivienda, un gran número de inversores ha perdido el "olfato" y un importante número de directivos del sector han demostrado que no son grandes "gurús" ni buenos estrategas empresariales. En esta nueva coyuntura, estimamos que es imprescindible un libro como el presente. Entre otros muchos aspectos, tiene la intención de enseñar a invertir con éxito en un mercado español en recesión, así como ayudar a distinguir a los compradores de activos en el extranjero los "cholleros de los timos".

Bonet Guinó, Eduard

Gabriel Ferrater i Robert Musil: entre les ciències i les lletres

Barcelona: Residència d'Investigadors CSIC – Generalitat de Catalunya, 03/2009

567 p.

Publicacions de la Residència d'Investigadors; núm. 35



Gabriel Ferrater (1922-1972) es va interessar per les matemàtiques i va cultivar la pintura i la crítica d'art. Com a poeta, en pocs anys va marcar un abans i un després en la poesia catalana. Com a traductor i consultor d'editorials, va influir en les publicacions en llengua castellana. Els darrers anys de la seva vida els va dedicar intensament a la recerca en lingüística. Gabriel Ferrater i Eduard Bonet van mantenir una amistat molt forta des del 1968 fins a la mort del poeta.

El llibre Gabriel Ferrater i Robert Musil: entre les ciències i les lletres, presenta un seguit de reflexions i d'anècdotes que reflecteixen la mentalitat de Gabriel Ferrater i el situen en el context polític, cultural i intel·lectual dels anys seixanta. El llibre destaca la formació matemàtica de Gabriel Ferrater, les seves experiències en la carrera de matemàtiques, els seus interessos filosòfics, així com el desenvolupament de la matemàtica moderna, el gir lingüístic i el neopositivisme del Cercle de Viena que van marcar aquell període i que són importants per entendre'n el pensament. Gabriel Ferrater admirava i s'emmirallava en el novel·lista austríac Robert Musil (1880-1942) i en Ulrich, el matemàtic protagonista de la novel·la *L'home sense qualitats*. Gabriel Ferrater va col·laborar amb Eduard Bonet en la preparació del llibre *Espais de probabilitat finits* (1969), que es basava en uns apunts dels cursos d'estadística d'ESADE. La novel·la *L'home sense qualitats* inclou una crítica dels líders econòmics de l'Alemanya del començament del segle xx, una qüestió a la qual també fa referència el llibre Gabriel Ferrater i Robert Musil: entre les ciències i les lletres.

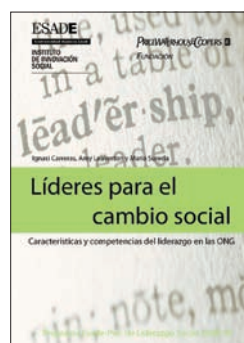
Carreras Fisas, Ignasi

Leaverton, Amy Sureda Varela, Maria

Líderes para el cambio social. Características y competencias del liderazgo en las ONG

Barcelona: ESADE. Instituto de Innovación Social y la Fundación; PricewaterhouseCoopers, 05/2009

143 p.



El concepto de liderazgo social está asociado a la trayectoria de personas impulsoras de organizaciones de la sociedad civil que actúan con una vocación de transformación social. Hay que reconocer de entrada que es un concepto en fase de construcción. Se define básicamente por el sector en el que se desarrolla y no tanto por sus características propias y sus elementos diferenciales. En esta publicación se presentan las características y roles

más determinantes de este tipo de liderazgo y se aporta los resultados de una investigación en la que se han analizado las competencias más presentes en los líderes de las principales ONG radicadas en España.

Castiñeira Fernández, Àngel

Les fonts del lideratge social

Cantó Milà, N.; Castiñeira Fernández, À.; Font, A.

Barcelona: Mediterrània; Fundació Jaume Bofill, 03/2009

142 p.

Polítiques; nº 69



Quins factors desencadenen el desvetllament de la consciència cívica? En quin moment i per quines raons algú pren la decisió d'implicar-se socialment? Quins trets i qualitats comuns tenen i quins valors posen en joc els líders socials? Aquestes són algunes de les preguntes que intenta respondre aquest llibre. La conclusió és que el lideratge social és el resultat, no sempre volgut ni previst, d'una aventura exterior (amb la comunitat) però també interior (amb un mateix) que, a més de

contribuir a transformar la societat, transforma el subjecte i li dona un sentit nou a la seva tasca i a la seva vida.

Castiñeira Fernández, Àngel

Lozano Soler, Josep Maria

El valor dels lideratges

Barcelona: Fundació Lluís Carulla: ESADE, 2008.

30 p.

Càtedra Lideratges i Governança Democràtica

Observatori dels Valors; núm. 14



Este texto presenta tres tesis fundamentales:

1. Pensar el liderazgo es pensar en valores. Lo cual implica, a su vez, pensar desde el contexto, pensar las consecuencias, tener en cuenta los valores formulados y practicados y, por último, explicitar el sentido de nuestras acciones. 2. Hay que hacer el paso del liderazgo al buen liderazgo. Eso conlleva tener en cuenta la calidad humana y las competencias del líder, trabajar la dimensión relacional,

evaluar la bondad de la causa o proyecto y, por último, incorporar la combinación de factores éticos, sociales y pragmáticos en la toma de decisiones. 3. Además de las dimensiones clásicas del liderazgo (conocimiento, visión, acción y relación) hemos de tener en cuenta una quinta dimensión relacionada con la reflexividad y el autoconocimiento. La cuestión de los valores en el liderazgo se pone en juego en las cinco dimensiones, pero de una manera muy especial en esta quinta dimensión ya que sirve de gozne y articulación de todas las demás.

Dolan, Simon

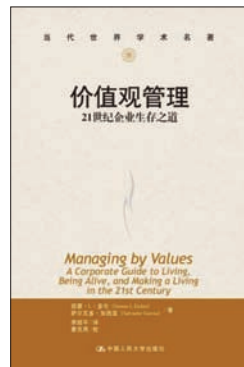
García Sánchez, Salvador

Managing by values: A corporate guide to living, being alive, and making a living in the 21st (Chinese)

Dolan, S.; García Sánchez, S.; Richley B.

Renmin University Press

Beijing: Renmin University Press, 07/2009



A growing trend toward knowledge workers and more highly educated employees has made effective human resource management a key metric separating the corporate wheat from the chaff. Studies confirm that the way people are managed and developed delivers a higher return on investment than new technology, R&D, competitive strategy or quality initiatives. In this book, the authors contend that the broader management models of Management by Instructions and Management by Objectives fail to position organizations for competitive success. What is needed is a strategic leadership tool whose practical application will mine market potential through its relevance to individual organizational members. With a step by step guide to implementation, Managing by Values is just such a tool.

With a step by step guide to implementation, Managing by Values is just such a tool.

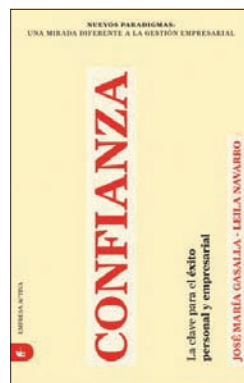
Gasalla Dapena, José María

Confianza. La clave para el éxito personal y empresarial

Gasalla Dapena, J. M.; Navarro, L.

Barcelona: Ediciones Urano, 09/2008

156 p.



En tiempos cada vez mas inciertos, complejos y con una dinámica difícil de gestionar y sobre todo de controlar, se hace preciso volver a lo básico, y los autores apuestan por recuperar la confianza que permitirá traer el futuro al presente y que las relaciones, tanto a nivel personal como organizacional puedan fluir y ser más eficientes.

José María Gasalla y Leila Navarro son conscientes de la dificultad de la tarea, pero lo ven no sólo como algo bastante interesante de trabajar, sino como algo totalmente necesario si apostamos de

verdad por las personas como el diferencial clave para conseguir el éxito a partir de su talento y compromiso.

Este es un libro escrito a dos voces en el que Leila trabaja la confianza a nivel personal y José María a nivel organizacional y nace fruto de la experiencia multicultural de los autores que llevan varios años recorriendo el mundo impartiendo conferencias sobre este tema.

Gimeno Sandig, Alberto**Modelos de empresa familiar:
soluciones prácticas para la familia empresaria**

Gimeno Sandig, A.; Baulenas Ruvireta, G.; Coma-Cros Raventós, J.
Barcelona: Ediciones Deusto, 05/2009

182 p.



Una empresa familiar, al igual que otras organizaciones similares, se enfrenta a los retos, obstáculos y oportunidades propios de cualquier negocio. Sin embargo, también se encuentra con problemas específicos procedentes de la combinación de factores familiares y empresariales, muy distintos a los de otras empresas.

Cuestiones como la sucesión, la propiedad y la propia gestión adquieren unas peculiaridades que deben ser enfocadas adecuadamente. La empresa familiar requiere un enfoque específico, diferente al de las organizaciones no familiares, con un planteamiento particular. Cada empresa, como cada familia, es única, independientemente del sector en el que se mueva.

La Unidad de Empresa Familiar de PricewaterhouseCoopers cuenta con un equipo multidisciplinar con experiencia en todos los asuntos vinculados a los negocios familiares. Especialistas en todas las áreas, desde la estrategia y el asesoramiento financiero y fiscal, hasta la organización y los recursos humanos, ofrecen soluciones globales e innovadoras, que se adaptan a un entorno cada día más universal y complejo.

La amplia red internacional, con equipos en casi todos los países del mundo, permite a sus profesionales asesorar a las familias y sus empresas con intereses transnacionales, con el fin de aprovechar las oportunidades, aumentar el valor de la empresa, el patrimonio familiar y asegurar la continuidad y el éxito de la familia empresaria.

La amplia red internacional, con equipos en casi todos los países del mundo, permite a sus profesionales asesorar a las familias y sus empresas con intereses transnacionales, con el fin de aprovechar las oportunidades, aumentar el valor de la empresa, el patrimonio familiar y asegurar la continuidad y el éxito de la familia empresaria.

Ginés Castellet, Núria (Coordinadora)**La reforma contable y su proyección sobre la normativa mercantil y fiscal**

Barcelona: Bosch, 10/2008

257 p.

Colección de formación continua

Facultad de Derecho ESADE; nº 6



Tras la reforma contable de 2007, el sistema español ha ganado en complejidad. Aunque en lo básico el llamado "marco conceptual" de la "contabilidad material" sea siempre el mismo, se hace necesario reconocer entre nosotros la coexistencia dentro del mismo ordenamiento jurídico de hasta tres sistemas contables distintos. A saber: 1º) El sistema contable "europeo" de las denominadas NIIF (Normas Internacionales de Información Financiera); 2º) El sistema contable doméstico, básica aunque no exclusivamente, inspirado en aquél y, por fin; 3º) El sistema contable, también doméstico, pero "simplificado", aplicable a las Pequeñas y Medianas Empresas y las microempresas. Estas últimas, además, disfrutaban de una simplificación contable "específica".

Tras la reforma contable de 2007, el sistema español ha ganado en complejidad. Aunque en lo básico el llamado "marco conceptual" de la "contabilidad material" sea siempre el mismo, se hace necesario reconocer entre nosotros la coexistencia dentro del mismo ordenamiento jurídico de hasta tres sistemas contables distintos. A saber: 1º) El sistema contable "europeo" de las denominadas NIIF (Normas Internacionales de Información Financiera); 2º) El sistema contable doméstico, básica aunque no exclusivamente, inspirado en aquél y, por fin; 3º) El sistema contable, también doméstico, pero "simplificado", aplicable a las Pequeñas y Medianas Empresas y las microempresas. Estas últimas, además, disfrutaban de una simplificación contable "específica".

A abordar la problemática suscitada por aquella reforma desde la triple perspectiva contable, mercantil y fiscal se destinaron dos jornadas de actualización que, organizadas por la Facultad de Derecho de ESADE (URL) conjuntamente con el Registro de Economistas Auditores del Colegio de Economistas de Catalunya la primera, y el Registro de Economistas Auditores de España la segunda, se celebraron a fines de 2007 en Barcelona y en Madrid respectivamente.

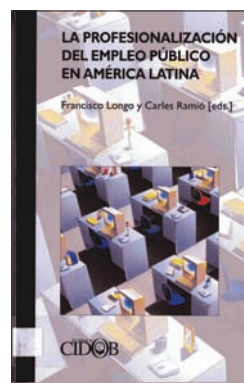
A este fin se reunió a un panel de especialistas que tienen en común sus profundos conocimientos sobre la materia; pero, y de ahí su especial interés, desde planos distintos: el organismo regulador de cuestiones contables, Ana Ma. Martínez Pina; la academia, Oriol Amat; la auditoría de cuentas, Salvador Marín; el ejercicio del derecho mercantil, Javier Valle Zayas; el ejercicio del derecho fiscal, Jaume Cornudella i Marquès; o el Registro Mercantil, Luis Fernández del Pozo, que actuó también como Director de las Jornadas. Son sus reflexiones recogidas por escrito las que se recopilan en la presente obra, de interés para todos aquellos que conjugando técnicas contables, financieras y jurídicas, dedican su actividad profesional al mejor funcionamiento de la empresa como fuente de generación de riqueza y, por tanto, clave del desarrollo social.

Longo Martínez, Francisco**La profesionalización del
empleo público en América Latina**

Longo Martínez, F.; Ramió Matas, C. (eds.)

Barcelona: CIDOB, 2008

328 p.



El objetivo de este libro consiste en analizar, desde una pluralidad de perspectivas, los recientes intentos de profesionalización del empleo público en América Latina. Por ello se combinará una perspectiva que agrupa la implantación de modelos nacionales de profesionalización del empleo público (México, Brasil, Chile Colombia y países de Centroamérica y el Caribe). Otra perspectiva consistirá en analizar dimensiones concretas de la profesionalización (por ejemplo el diseño de un modelo de

alta dirección en Chile y el diseño de modelos de selección de personal). Finalmente, una tercera perspectiva analizará la profesionalización de instituciones públicas concretas (la profesionalización de las agencias regulativas en varios países de la región). Estas tres perspectivas enmarcadas en un enfoque de institucionalización de las administraciones públicas de la región ofrecerán una panorámica actual de las experiencias de profesionalización del empleo público en los países de la región.

Lozano Soler, Josep Maria**La empresa ciudadana como empresa responsable y sostenible**

Madrid: Trotta, 06/2009

176 p.

Colección Estructuras y procesos. Ciencias sociales



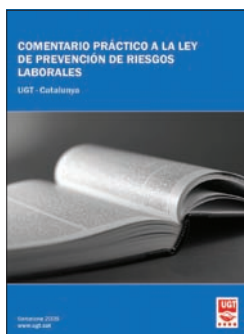
En los últimos años ha habido en España un gran debate y muchos progresos en lo que se refiere a la responsabilidad social de la empresa (RSE). Se avanzado mucho en el desarrollo de la agenda de la RSE y en la diseminación de modelos de gestión. Todos estos avances se han visto acompañados de un cierto debate ideológico que, paradójicamente, siempre desemboca en la demanda de una mayor clarificación de lo que cabe entender por RSE. La empresa ciudadana como empresa responsable y sostenible se sitúa en esta encrucijada. Cabe considerar este libro como una crónica y, a la vez, una síntesis de todo este debate. Pero, en último término, este libro propone una manera de entender la RSE y una manera de aproximarse a ella: supone pues, también, una toma de posición en este debate. A partir de la distinción entre acción social, responsabilidad social de la empresa, empresa responsable y sostenible y empresa ciudadana el libro clarifica las diversas maneras de aproximarse a las relaciones entre empresa y sociedad, y opta por la expresión empresa ciudadana como marco de referencia para entender el nuevo papel que la empresa puede jugar en la sociedad contemporánea. A partir de este enfoque ofrece una relectura de temas fundamentales para la gestión empresarial, como pueden ser la relación con los grupos de interés, el desarrollo de los valores y la ética de una organización, la rendición de cuentas o qué se entiende por éxito empresarial.

En esta encrucijada. Cabe considerar este libro como una crónica y, a la vez, una síntesis de todo este debate. Pero, en último término, este libro propone una manera de entender la RSE y una manera de aproximarse a ella: supone pues, también, una toma de posición en este debate. A partir de la distinción entre acción social, responsabilidad social de la empresa, empresa responsable y sostenible y empresa ciudadana el libro clarifica las diversas maneras de aproximarse a las relaciones entre empresa y sociedad, y opta por la expresión empresa ciudadana como marco de referencia para entender el nuevo papel que la empresa puede jugar en la sociedad contemporánea. A partir de este enfoque ofrece una relectura de temas fundamentales para la gestión empresarial, como pueden ser la relación con los grupos de interés, el desarrollo de los valores y la ética de una organización, la rendición de cuentas o qué se entiende por éxito empresarial.

Luque Parra, Manuel Sánchez Torres, Esther**Comentario práctico a la Ley de prevención de riesgos laborales**

Barcelona: UGT de Catalunya, 12/2008.

441 p.



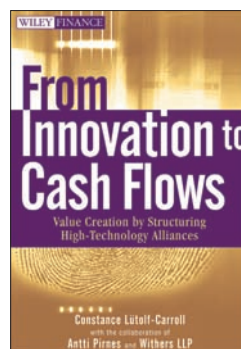
Comentario a base de preguntas y respuestas de la Ley de Prevención de Riesgos Laborales, con un anexo de la jurisprudencia más reciente sobre la materia y de concordancias con la normativa específica que la desarrolla.

Lütolf-Carroll, Constance**From innovation to cash flows: Value creation by structuring high technology alliances**

Lütolf-Carroll, C.; Pimes, A.

Hoboken, New Jersey: John Wiley & Sons, 08/2009

618 p.



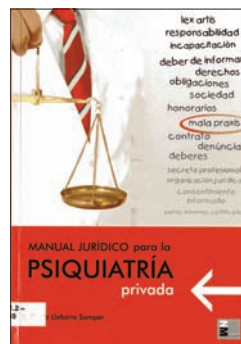
Written in an engaging and accessible style, "From Innovation to Cash Flows" contains realistic insights, examples, sample contracts, and frameworks to help entrepreneurs start up high-technology ventures. Readers will see, step by step, how to protect their scientific inventions, create business models, structure strategic alliances, license intellectual property rights, do patent searches, make patent maps, interpret competitive intelligence, and conduct due diligence.

The book provides complete analysis of detailed transaction terms that cover the risks related to such alliances and investment deals. In addition to company valuation techniques, it explores evolving business models in biotechnology and biopharmaceuticals.

Liebaría Samper, Sergio**Manual jurídico para la psiquiatría privada**

Barcelona: Nexus Médica, 02/2009

129 p.



La obra expone y analiza el marco jurídico que informa y delimita el ejercicio de la psiquiatría privada en España. Cuestiones como la organización jurídica de la consulta, la relación con el paciente, los deberes de secreto, información y obtención de consentimientos informados, la documentación clínica y sanitaria, la enfermedad y capacidad de las personas, la responsabilidad profesional del psiquiatra o su intervención en procesos judiciales, son tratadas a lo largo de los nueve capítulos en que se divide la obra.

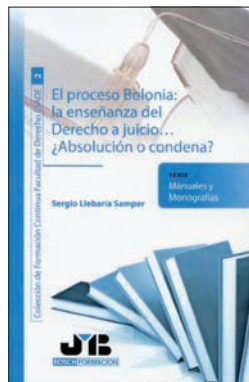
Llebaría Samper, Sergio**El proceso Bolonia: la enseñanza del Derecho a juicio... ¿Absolución o condena?**

Barcelona: Bosch, 04/2009

333 p.

Colección de formación continua Facultad de Derecho ESADE.

Manuales y monografías; nº 2



El libro supone un punto de inflexión sobre la formación jurídica en las Facultades de Derecho españolas. Persigue diagnosticar la enseñanza/aprendizaje del Derecho como premisa necesaria para atreverse con la terapia. El diagnóstico implica empezar por preguntarse qué es una Facultad de Derecho y acabar haciéndolo por los métodos de aprendizaje. Desde una visión crítica se pretende contribuir a la mejora de la formación jurídica, enfrentando la posible terapia aconsejable con la que se nos va a imponer con la reforma de Bolonia.

Marzal Yetano, Elia**El proceso de constitucionalización del Derecho de inmigración: estudio comparado de la reformulación de los derechos de los extranjeros por los tribunales de Alemania, Francia y España - derechos precarios y emergentes**

Madrid: Centro de Estudios Registrales. Colegio de Registradores de la Propiedad y Mercantiles de España, 03/2009

375 p.



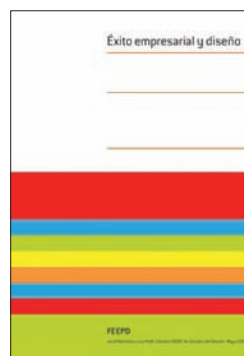
Los mecanismos de protección de derechos fundamentales han acabado haciendo posible la consolidación de un estatus jurídico-constitucional de los extranjeros que no parecía previsible a la luz de la tendencia restrictiva iniciada con la crisis económica de 1973. De acuerdo con esta premisa, este libro propone ir más allá del análisis de la regulación existente en materia de inmigración, para centrarse en el proceso de construcción progresiva de esa protección de los extranjeros y de superación, en definitiva, de las dificultades

que lo "no nacional" plantea para el razonamiento jurídico tradicional. Para ello la autora acude al instrumento judicial (fuerte ante el caso concreto y flexible para poner remedio a la falta de soluciones jurídicas precisas y definitivas), al método comparado (que además de mostrar las diferentes respuestas dadas por los ordenamientos nacionales, reflexiona sobre los diferentes caminos seguidos para llegar a soluciones en muchas ocasiones muy parecidas en su resultado), así como a dos categorías conceptuales como son los derechos precarios y emergentes (reflejo de la tendencia oscilante y dividida de los tribunales ante el fenómeno de la inmigración).

**Montaña Matosas, Jordi
Moll Mendoza, Isa****Éxito empresarial y diseño. Análisis del comportamiento en la gestión del diseño de la pequeña y mediana empresa española. Diagnóstico, lecciones y aplicaciones**

Madrid: Federación Española de Entidades de Promoción de Diseño; Cátedra ESADE de Gestión del Diseño, 2008

65 p. + CDBook con 373 p.



Numerosos estudios han vinculado el éxito económico de algunas empresas a la calidad y al uso que han dado de sus recursos de diseño. El objetivo del presente estudio ha sido el análisis de la gestión del diseño en empresas consideradas excelentes por su diseño y por sus resultados económicos. En este estudio se propone un modelo para gestionar el diseño en la empresa y ha sido verificado en treinta y una empresas de tres sectores: mobiliario, electrónica y turismo. El

método de investigación ha consistido en entrevistas en profundidad con directivos de primer nivel o propietarios y mediante la observación participante no intrusiva, el análisis de datos secundarios y un cuestionario que ha servido para revisar los datos recogidos mediante el resto de métodos utilizados. El resultado final del estudio tiene varias dimensiones: en primer lugar, ofrece un modelo, verificado empíricamente, que permite el diagnóstico del proceso de gestión del diseño de las PYMES; también ofrece una visión de la estrategia de diseño seguida por las PYMES excelentes que han sido investigadas; y, por último, propone una herramienta de gestión que ayuda a mejorar la gestión del diseño de las empresas a través del diagnóstico y la propuesta de planes de acción. Este análisis permite marcar líneas de propuestas para optimizar el proceso de gestión del diseño las PYMES y, consecuentemente, sus resultados económicos.

Muñoz Sabaté, Luis**Summa de probática civil: Cómo probar los hechos en el proceso civil**

Madrid: La Ley, 2008

703 p.



En esta obra se hace realidad la vieja aspiración de los juristas prácticos de disponer de una tópica o código indiciario, clasificado por thema probandi que facilitase enormemente su técnica probatoria. Se trata de la vertiente praxiológica de una semiótica judicial o ciencia de los signos que conviene a la factualidad del derecho, de un modo muy semejante como la medicina, tantas veces emparejada con el derecho precisamente en este campo, dispone de una semiología médica o ciencia en los síntomas.

La semiótica probática proporciona unos materiales indiciarios para resolver problemas en prueba; opera exitosamente como «despertador de intuiciones»; familiariza al observador con las respuestas infirmativas; orienta al juez en «la intrincada selva de la llamada prueba indirecta» y sirve como estimulador de presunciones.

Murillo Bonvehí, David**Empresa i valors: l'empresa en l'economia global**

Barcelona: Fundació Lluís Carulla; ESADE, 07/2009

242 p.

Càtedra LideratgeS i Governança Democràtica.

Observatori dels valors; núm. 9



El lector trobarà una mirada sociològica als valors de l'empresa catalana. Villoria ho expressa molt encertadament quan ens diu que l'actuació d'una institució, d'un organisme, només pot ser entesa des de la confluència de factors culturals (com la tradició històrica), socials (com la tolerància a la corrupció), polítics (com l'exemplaritat dels nostres dirigents) i factors relatius a l'estructura econòmica (el dinamisme econòmic o la riquesa del país) i al marc institucional (com el seu nivell de desenvolupament). Aquest és el

marc en el qual aquest llibre es mou. A tall de resum, els capítols aborden els següents apartats: comencem amb el context històric i econòmic. Un segon capítol emmarca la distinció entre empresari i directiu i la conducta de l'empresa en el seu entorn immediat. Un tercer apartat fa referència a les noves tendències de present i futur en el management: La RSE i el moviment pro-sostenibilitat. L'èxit i el fracàs de la RSE. El darrer capítol fa referència a la Crisi i la cultura econòmica vigent: És aquest un moment de canvi en les cultures corporatives de la gran empresa? Què canviarà i què seguirà igual després de la Crisi? Hi ha responsables? I solucions?

Murillo Bonvehí, David (Coordinador)**Guies sectorials de RSE a la pime:****el sector de l'hoteleria**

Barcelona: ESADE. Instituto de Innovación Social, 06/2009

122 p.



Aquest estudi posa en relació els reptes i les possibilitats del sector de l'hoteleria, amb diferents exemples d'empreses que plantegen una estratègia competitiva que integra els vectors social i mediambiental. A partir de quatre estudis de cas, fruit d'un extens estudi qualitatiu que incorpora entrevistes en profunditat, es presenten quatre visions diferents sobre com integrar elements de responsabilitat social de l'empresa (RSE) en el sector hotelier.

Peláez Sanz, Francisco José (Director)**Griñó Tomas, Miquel (Director)****Ginés Castellet, Núria (Coordinadora)****El arbitraje internacional: cuestiones de actualidad**

Barcelona: Bosch, 03/2009

272 p.

Colección de formación continua Facultad de Derecho ESADE; nº 7



El presente libro recoge las ponencias realizadas en la Jornada sobre Arbitraje Internacional que, organizada por la Facultad de Derecho de ESADE (URL), se celebró en el mes de abril del año 2007. La estructura de la Jornada y del presente libro trata de dar una visión general de todas las cuestiones que se suscitan cuando se realiza una aproximación a la figura del arbitraje internacional, especialmente teniendo en cuenta que estamos ante una figura que históricamente ha sido una gran desco-

nocida en nuestro país, pero que cada vez adquiere mayor relevancia cuanto más se internacionaliza nuestra economía. Así, empieza este libro con una primera parte introductoria formada por las ponencias de Gonzalo Stampa, Felip Cañellas y Ramón Mullerat en la que se abordan los conceptos básicos de comercio internacional y del arbitraje como sistema adecuado de resolución de conflictos, la visión que de los mismos se tiene desde la asesoría jurídica de un gran grupo empresarial, y la forma en la que confluyen la tradición jurídica del "common law" y la continental en la figura del arbitraje internacional con los problemas que ello supone.

Un segundo bloque de ponencias lo constituyen las de Fernando Mantilla, José M^a Fernández Seijó y José M^a Alonso, en las que se examina el modo en que el arbitraje internacional se introduce en nuestra cultura jurídica, con un análisis de la Ley 60/2003, de 23 de diciembre, y de las formas en las que el mismo va cobrando mayor relevancia a través de iniciativas de la sociedad civil y la visión que de esta figura tiene el mundo de la judicatura. Finalmente, el último bloque de ponencias lo constituyen las de Miquel Griñó y Eduardo Silva, en el que se analiza la figura del arbitraje internacional de inversiones, de gran auge en los últimos años como consecuencia, especialmente, de la situación política en diversos países latinoamericanos, y su importancia como elemento de protección de los inversores frente a los Estados receptores de la inversión. Esta obra pretende constituir un punto de partida para la reflexión y su conocimiento a cualquier operador del comercio internacional, no sólo jurídico.

**Prandi Chevalier, Maria
Lozano Soler, Josep Maria**

**¿Pueden las empresas contribuir a los
Objetivos de Desarrollo del Milenio?**

Barcelona: ESADE. Instituto de Innovación Social, 05/2009

125 p.



Porque el debate en torno a la participación del sector privado como respuesta a la realidad del hambre o la pobreza en el mundo parece que empieza a superar la omnipresente y tediosa discusión de si esta cuestión le es propia o no. Se ha argumentado, con razón, que el sector privado no debería en principio invadir competencias y responsabilidades que corresponden a los Estados cuando se trata de competencias y responsabilidades vinculadas a derechos humanos de carácter universal, como la educación o

la salud. Otras voces, más críticas, proceden de las propias empresas que opinan que éstas no deberían tener ningún tipo de responsabilidad respecto a cuestiones totalmente desvinculadas de lo que consideran su principal razón de ser, que es el beneficio económico. Sin embargo, parece cada vez más claro, en el contexto de la globalización, que todos los actores (y, por consiguiente, también las empresas) son interpelados por los retos globales a los que se enfrenta la humanidad. De ahí que el papel de las empresas sea considerado cada vez más preponderante en la solución de cuestiones que afectan a las condiciones de vida y, a menudo, también al sufrimiento cotidiano de buena de la población mundial. Las empresas son vistas cada vez más como organizaciones que, por su creciente poder económico, social y político, deben asumir una serie de responsabilidades que no se reducen a la eficaz gestión económica y financiera de sus activos. De hecho, en la realidad cotidiana, su papel en el avance o en el retroceso de los Objetivos de Desarrollo del Milenio (ODM) se está revelando crucial. En la era global, la gobernanza de cuestiones que afectan a la población mundial no se circunscribe a la actuación de un único actor (los estados) sino que, para bien o para mal, interpela a otros actores que, con diferentes responsabilidades y áreas de influencia, pueden contribuir a través de sus actuaciones a trazar un destino diferente para una gran mayoría de población que actualmente se encuentra en una situación de extrema vulnerabilidad. Los ODM son ocho objetivos de desarrollo y de lucha contra la pobreza, recogidos en la Declaración del Milenio (2000) de Naciones Unidas, que 190 países se comprometieron a alcanzar en el año 2015. Se basan en un plan de acción y en un nuevo consenso internacional que dirige su mirada hacia los más de 1.000 millones de personas que viven en la extrema pobreza. Esta iniciativa es innovadora respecto a otras propuestas anteriores ya que fija por primera vez objetivos claramente definidos y cuantificables, involucra a los países en vías de desarrollo y, por otra parte, abre la puerta al sector privado como aliado para lograr la consecución de estas metas.

Puig Bastard, Pere (Coordinador)

La expansión de la multinacional española: estrategias y cambios organizativos. Primer informe anual del OEME

Barcelona: ESADE-ICEX, Observatorio de la Multinacional Española, 12/2008

174 p.



En la presente edición del Informe Anual del OEME se presentan, agrupados en tres bloques temáticos, más un capítulo final de conclusiones, los resultados de los estudios realizados entre Septiembre 2007 y Julio 2008 por un grupo de profesores de ESADE pertenecientes a diversos departamentos: Economía, Política de Empresa, Control y Dirección Financiera, y Dirección de Marketing. En el primer bloque se abordan los aspectos relativos a la evolución de la economía española y del

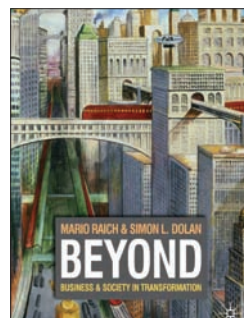
entorno macroeconómico en el que ésta se ha visto inmersa desde 1993 hasta 2007; se procede también al análisis del crecimiento y del grado de concentración geográfica de los flujos inversión exterior (IED), tanto a nivel agregado como por sectores, en los años 1993-2007, período caracterizado por una rápida internacionalización empresarial española. El segundo bloque lo integra un único capítulo en el que se presentan los marcos teóricos y las aportaciones conceptuales más relevantes para el análisis estratégico de los procesos de la internacionalización y multinacionalización empresarial en España. En dicho capítulo se recogen también algunos de las aportaciones empíricas más significativas provenientes de estudios disponibles sobre la materia. En el tercer bloque se presentan los resultados de tres estudios empíricos originales: los dos primeros tienen carácter multisectorial, y en ellos se aborda un análisis transversal del proceso de internacionalización de una muestra de grandes empresas españolas que cotizan en Bolsa, y se efectúa una aproximación al proceso de internacionalización desde la perspectiva de los directores financieros en la que se pone énfasis en cómo se ha financiado la expansión internacional por parte de las empresas. En un tercer y último estudio, que integra este bloque, se analiza la expansión internacional llevada a cabo por una treintena de grupos hoteleros españoles. En un capítulo final se resumen, por último, las principales conclusiones y resultados de los trabajos realizados en el primer Informe Anual del OEME 2008.

**Raich, Mario
Dolan, Simon**

Beyond: Business and society in transformation

Basingstoke: Palgrave MacMillan, 2008

256 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**

Beyond: Negócios e sociedade em transformação

Lisbon: Bnomics, 11/2008

279 p.



O mundo de amanhã será muito diferente do mundo de hoje e do mundo de ontem. Definindo sete áreas principais de preocupação - a sociedade, a política, a visão do mundo e a religião, o ambiente, a ciência e a tecnologia, o trabalho e os negócios e as artes - os seus autores traçam uma rota para o futuro e investigam como as mudanças e desenvolvimentos inesperados transformam a paisagem social e empresarial do séc. XXI.

Além disso, convidaram peritos e especialistas mundiais para contribuir nesta obra, criando assim uma equipa virtual que engloba todos os continentes. Com o contributo de mais de 40 personalidades de várias áreas da sociedade, incluindo Belmiro de Azevedo, Al Gore, Manfred Kets de Vries ou Henry Mintzberg, os autores concentram-se nos temas chave que a humanidade encara hoje, o que permite a visão de um novo mundo baseado na mais importante mudança de paradigma de sociedade dos últimos 10 mil anos.

**Raich, Mario
Dolan, Simon**

Más allá: empresa y sociedad en un mundo en transformación

Barcelona: Profit, 02/2009

288 p.



Este libro aporta las claves para entender el futuro más inminente y para aprender la forma de afrontar los negocios empresariales en el siglo XXI, además de proponer soluciones a problemas que están afectando a la tierra. Escrito de forma clara y sencilla, describe los problemas clave individuales así como la manera en que estos están conectados. Adicionalmente, se proponen posibles soluciones a estos problemas a los que el mundo tiene que hacer frente. El libro se aproxima a

estos problemas desde una perspectiva innovadora que contempla más allá de la tradicional visión del mundo.

**Raich, Mario
Dolan, Simon**

Beyond: Business and society in transformation (Russian)

Moscow: Pretext, 04/2009



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 road-map 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.

Sebastián Carazo, Luis de

Un planeta de gordos y hambrientos

Barcelona: Ariel, 01/2009

358 p.



Vivimos en una gran paradoja: medio mundo se muere de hambre y el otro medio padece problemas de sobrepeso. ¿Qué falla en el mercado mundial de alimentos para que se produzca esta situación? ¿Qué parte de culpa tienen los grandes consorcios alimentarios y sus competitivas políticas comerciales? ¿Ayudan los Estados con su proteccionismo, subsidios y aranceles a paliar el problema, o al contrario contribuyen a agravarlo? ¿Serán innovaciones como los transgénicos la solución de estos males o traerán nuevos problemas to-

avía más inquietantes? En este libro valiente Luis de Sebastián indaga en las zonas más oscuras de la industria alimentaria, y propone soluciones a los problemas globales y a los problemas particulares del consumidor, desde cómo saber qué se consume a cómo luchar contra el sobrepeso con una dieta sana.

Soler Bigas, Beatriz
Seijo Font, Joan Antoni
Montaña Matosas, Jordi

Presente y futuro de la dirección de marcas líderes en España

Barcelona: ESADE. Centro de la Marca, 03/2009
 102 p.



El libro constituye el informe de resultados de la investigación “Presente y futuro de las marcas líderes en España”, realizada por el Centro de la Marca de Esade entre noviembre del 2007 y marzo del 2008. Contiene los objetivos del estudio, el planteamiento metodológico, el análisis de resultados y las conclusiones. Un resumen de las conclusiones fue presentado en la Jornada Anual del Centro de la Marca celebrada en Esade Barcelona el 22 de mayo de 2008 con el título de “Brand Challenges”.

Torrecilla Gumbau, Carles

Crisis, mentiras y grandes oportunidades

Torrecilla Gumbau, C.; Basté, J.
 Barcelona: Planeta, 02/2009
 142 p.



¿Cómo hemos llegado a esta crisis de la economía mundial? ¿Tiene solución? ¿Cuáles son sus consecuencias en la economía real de las personas? Crisis, mentiras y grandes oportunidades responde a éstas y a muchas otras preguntas en esta divertida historia de familias y personas normales y corrientes que, de la noche a la mañana, se convierten en víctimas de un sistema económico que en ocasiones raya la perversión. Nos habla de las mentiras o medias verdades que sobre la crisis nos asaltan a diario en los últimos

meses, de cómo sobrevivir a ella, y de cómo hacer que la crisis mundial surta el menor efecto en nosotros, a la vez que nos indica qué oportunidades se abren en nuestro camino. Carlos Torrecilla y Jordi Basté escriben con un estilo fresco, desenfadado y profundo sobre las claves para entender las dinámicas y los procesos de esta crisis, de modo que podamos salir airoso de ella y tomar decisiones que no hipotequen nuestro futuro y nuestras ilusiones.

Torres Pérez, Diego
Sorribas Fierro, Mario

Don't Give Up: 12 casos excepcionales de superación

Barcelona: Strategy Innovation Lab, 11/2008.
 57 p.

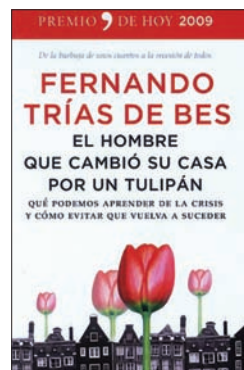


Nos encontramos con una serie de individuos extraordinarios, personas con importantes discapacidades pero capaces de desarrollar auténticas proezas deportivas. Su capacidad deportiva, su capacidad de sacrificio y tenacidad, junto con su espíritu emprendedor, les ha permitido convertir sus gestas en símbolos de la capacidad de superación del ser humano. Estos deportistas consiguen centrar la atención de la sociedad en el problema de la discapacidad al tiempo que demuestran que ésta no es un obstáculo para alcanzar grandes logros, modificando así percepciones y actitudes.

Trías de Bes Mingot, Fernando

El hombre que cambió su casa por un tulipán: que podemos aprender de la crisis y como evitar que vuelva a suceder

Madrid: Temas de Hoy, 05/2009
 251 p.



¿Qué curiosa lógica pudo llevar a que un neerlandés antes sensato viese como un buen negocio cambiar su casa por un tulipán? ¿Qué paralelismos existen entre nuestra crisis inmobiliaria, la burbuja de los Mares del Sur y la del Japón de los noventa? ¿Qué extraño síndrome ha llevado a tantos a tomar los ladrillos por lingotes de oro o a invertir todos sus ahorros en acciones de una compañía en pérdidas de la que sólo sabe el nombre? En definitiva, ¿por qué hasta el más prudente puede transformarse en un necio que, como decía Antonio Machado, confunde valor y precio?

En 2008 el mundo ha vivido un crac financiero sólo equiparable por su magnitud y alcance al de 1929. Muchos dirán que no era previsible, pero ¿de verdad no había señales que advirtieran de la crisis actual? Y mirando al futuro, ¿cuál será el signo de este período de recesión? ¿Significará, como se apunta desde ciertas tribunas, un regreso a los valores esenciales? ¿Qué cabe esperar? En *El hombre que cambió su casa por un tulipán*, se ofrece respuesta a todas estas preguntas y, de forma sencilla y directa, analiza las burbujas más irracionales de la Historia. A partir de ellas proporciona las claves del panorama actual con el objetivo de extraer conclusiones, evitar futuras burbujas y otras posibles euforias financieras y afrontar con garantías el presente y el futuro que nos aguarda.

BOOKS AND BOOK CHAPTERS

BOOK CHAPTERS

Abel Lluch, Xavier**La valoración del dictamen pericial**

Abel Lluch, X y Picó Junoy, J. (dirs.); Ginés Castellet, N. (coord.)

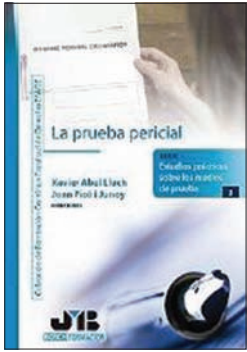
In *La prueba pericial*

Barcelona: Bosch, 03/2009

p. 453-484

Colección de formación continua Facultad de Derecho ESADE.

Estudios prácticos sobre los medios de prueba; nº 3



Dentro del Capítulo se analizan las cuestiones siguientes:

El dictamen impugnado en la audiencia previa y no sometido en el acto del juicio o la vista a contradicción, ¿puede ser valorado por el juez? (art. 348 LEC).

¿Debe el juez dar más valor probatorio al dictamen de un perito designado judicialmente que al emitido por elección directa de parte? En caso negativo, ¿qué criterios debe tomar en consideración en la valoración de dic-

támenes contradictorios? (art. 348 LEC).

Ante dos dictámenes periciales de parte contradictorios, ¿puede el juez en la audiencia previa "sugerir" un tercer dictamen emitido por un perito judicialmente designado? ¿Y como diligencia final? (arts. 429.1 II y III LEC y 435.2 LEC).

Cada una de las cuestiones analizadas consta de un comentario jurídico, un índice sistemático de jurisprudencia y el extracto de jurisprudencia relevante.

Albareda Vivó, Laura**Lozano Soler, Josep Maria****The role of governments in CSR**

Albareda Vivó, L.; Lozano Soler, J. M.; Tencati, A.; Perrini, F.; Midttun, A.

In *Ethical prospects: Economy, society & environment*

Edited by: L. Zsolnai, Z. Boda & L. Fekete

Dordrecht: Springer, 05/2009

p. 103-150

This paper aims to contribute to understanding of the government's role promoting Corporate Social Responsibility as an answer to the debate that has arisen within the political and global context during the last decade. This paper: (1) sets out the research findings and the various factors governments or the academic literature consider to be a key drivers behind public initiatives for fostering CSR; (2) proposes a relational framework as a model for analyzing the various approaches taken by governments and looks at the various public policies that governments adopt and looks at the various public policies that governments may adopt to foster CSR. These policies are classified by the agents involved, and in particular by their relationships; (3) explores the relationship among social, economic and environmental context and the development of CSR governmental approaches; and (4) sets out the governments', companies', and NGOs' perceptions as to what role governments ought to play in fostering CSR.

Álvarez Álvarez, José Luis**Svejenova, Silviya****Management y liderazgo**

In *Lo que se aprende en los mejores MBA. Vol. II*

Barcelona: Gestión 2000, 09/2008

p. 455-480



Este capítulo analiza los siguientes puntos: ¿Qué es el liderazgo?, mito y realidad del liderazgo, fuentes de poder individuales, recursos para el liderazgo, el capital político del líder, liderazgo en acción (consejos prácticos), análisis de dependencias críticas, criterios de acción para líderes, contexto, situación y tácticas de liderazgo y por último los retos del liderazgo en el siglo XXI.

Ansotegui Olcoz, Carmen**Simón del Burgo, Santiago****Financiación y resultados de los procesos de internacionalización**

In *La expansión de la multinacional española: estrategias y cambios organizativos*

Puig Bastard, P. (ed.)

Barcelona: ESADE-ICEX, Observatorio de la Multinacional Española, 12/2008.

p. 132-147



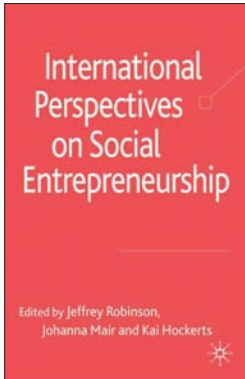
Este capítulo analiza empresas multinacionales españolas que han logrado el éxito en sus procesos de internacionalización y se describe como se ha llevado a cabo dicho proceso, desde la perspectiva de la dirección financiera de la empresa.

El análisis se centra en la estructura de financiación de las operaciones realizadas a partir de entrevistas en profundidad a los directivos de las empresas multinacionales.

En general, todas las empresas coincidieron en señalar que las adquisiciones son la mejor vía para internacionalizarse, dado que les permite entrar en el país ya funcionando; pueden adquirir conocimientos y procesos de la empresa adquirida; pueden aprovechar las sinergias y esta vía les permite controlar las operaciones de una manera más eficiente y rápida.

**Arenas Vives, Daniel
Vernis Domènech, Alfred Ignasi**
**Strategy in Social Enterprise of Business and
Civil Society Organizations in Iberoamerica**

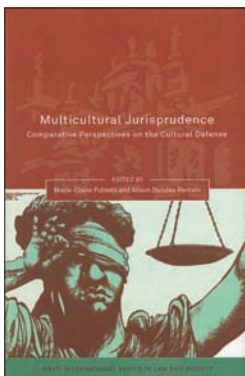
Arenas, D.; Bruni, J.; Marquez, P.; Vernis, A.
In *International Perspectives on Social Entrepreneurship*
Robinson, J.; Mair, J.; Hockerts, K. (eds.)
Palgrave Macmillan, 01/2009
p. 183-207



Our purpose in this chapter is (1) to identify the elements that contribute to the positive performance of strategy in social enterprises carried out in companies and CSOs; and (2) to examine how these strategic variables operate in order to achieve further performance enhancements.

Arjona Sebastia, César
The cultural defence in Spain

Arjona, C.; Truffin, B.
In *Multicultural Jurisprudence: Comparative Perspectives on the Cultural Defense*
Renteln, A. D. & Foblets M.-C. (eds.)
Oxford: Hart Publishing, 01/2009
p. 85-120

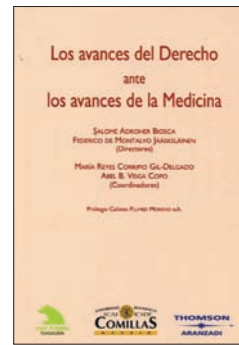


This study on legal anthropology presents an overview of the cultural defence in the Spanish legal system. Since there is not a particular law specifically recognising cultural defence as a legal concept, we have focused our research on judicial decisions. In particular, we have approached two different groups of cases. On the one hand, we have analysed cases that are overtly cultural, most of them dealing with Romani people (hard cases). On the other hand, we have analysed cases of squatting in which cultural claims

are implicit in spite of the subcultural dimension of the movement (soft cases). Although this research does not pretend to be exhaustive, we can draw relevant conclusions from the contrast between these two types of cases. In particular, it appears that there is a lack of appropriate legal instruments in order to frame cultural claims in courts, what seems to be part a general reluctance on the Spanish legal system to confront cultural problems.

Bardají Gálvez, María Dolores
**Decisiones y consentimientos respecto
de la salud del menor**

In *Los avances del derecho ante los avances de la medicina*
Adroher Biosca, S. y Montalvo Jääskeläinen, F. de (dirs.);
Corripio Gil-Delgado, M. R. y Veiga Copo, A. B. (coord.)
Cizur Menor: Aranzadi, 11/2008
p. 477-473



La toma de decisiones médicas sobre la salud de los menores, ya sea en el ámbito de un procedimiento diagnóstico como terapéutico, ha merecido, desde siempre y en atención a las características específicas que recaen en la persona del paciente o usuario, una especial atención por parte del Derecho, puesto que para la mayoría de los supuestos legalmente previstos debe darse una sustitución de la voluntad del menor por la de su representante legal. Todo ello, y hasta hace pocos

años, era relativamente sencillo ya que, tanto desde el ámbito médico sanitario como desde el legal, se simplificaba bastante todo el proceso. Así, en la deontología médica reinaba el principio de beneficencia que partía de una visión paternalista de la práctica médica, en la que el principal objetivo era el bienestar del paciente, lo que hacía que las decisiones se tomaran por el médico, en beneficio del paciente o usuario, con escasa intervención de este último. Desde el punto de vista legal, la figura del representante del menor estaba bien definida y el tradicional modelo familiar y los roles de sus integrantes también, por lo que este tipo de supuestos planteaban pocos problemas de orden práctico. Teniendo en cuenta todo ello, en este trabajo intentamos responder a la pregunta: ¿por qué y en qué se complican en los últimos tiempos los casos en que hay que tomar decisiones y consentir sobre temas relativos a la salud del menor?

Bisbe Viñas, Josep
**Control de gestión y medición
de la actuación empresarial**

In *Lo que se aprende en los mejores MBA. Vol. II*
Barcelona: Gestión 2000, 09/2008
p. 211-245



La convergencia de intereses de directivos, inversores y otros stakeholders en el sentido de exigir un mejor retrato de la actuación de la empresa ha llevado en las dos últimas décadas a un progresivo desarrollo de alternativas o complementos a los sistemas de medición tradicionales basados en indicadores financieros de origen contable. En este sentido, podemos distinguir dos bloques de propuestas: 1) sistemas sintéticos de medición de la actuación basados en la creación de

valor centrados en medidas tipo EVA, MVA o similares; y 2) sistemas estratégicos de medición de la actuación interesados en capturar de manera multi-dimensional los inductores -tanto financieros como no financieros- que influyen sobre la implementación de estrategias y la creación de valor.

Muchas empresas han puesto en práctica aproximaciones versátiles que no responden a ningún enfoque ni modelo puro en exclusiva, sino que recogen elementos de diversos enfoques y modelos y los adaptan a las características, capacidades y prioridades específicas de la empresa particular. Los diversos enfoques y modelos de medición de la actuación no son, en definitiva, mutuamente exclusivos: cada uno de ellos tiene sus limitaciones, y cada uno de ellos contribuye al retrato del desempeño de la empresa desde un ángulo determinado.

Busquets Carretero, Xavier

Orchestrating Smart Business Networks

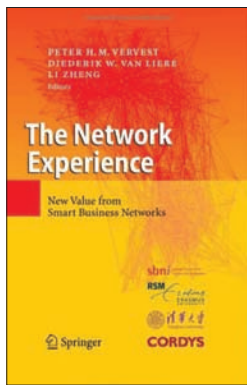
In *The Network Experience*.

New Value from Smart Business Networks

Vervest, P.; Liere, D.; Zheng, L. (eds.)

Netherlands: Erasmus, 09/2008

p. 327-335



Orchestrating Smart Business Networks is a process of dynamic equilibrium between centripetal and centrifugal forces defining network boundaries and exploring on controlling spheres of action and architectures of participation. The chapter explores the implementation process of Business Network Operating Systems (BNOS) in two cases with different results: success and failure that highlights process like variables of the two forces proposed.

Carreras Fisas, Ignasi

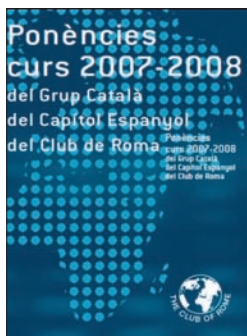
El rol y la credibilidad de las ONG

In *Ponencias del curso 2007-08 del Grup Català del del capítol espanyol del Club de Roma*

Barcelona: Capítol Espanyol del Club de Roma. Grup Català,

01/2009

p. 33-52



En un momento de cuestionamiento y pérdida de credibilidad por parte de las ONG como consecuencias de dos situaciones presuntamente ilícitas investigadas por la justicia española, el artículo incide sobre la evolución de las ONG en nuestro país, el rol que deben desempeñar para que tengan impacto social según su misión y los requisitos para contar el apoyo social necesario que las haga suficientemente efectivas.

Castiñeira Fernández, Àngel

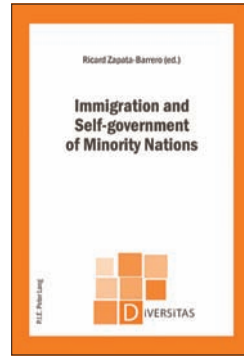
Immigration in multinational states: the case of Catalonia

In *Immigration and self-government of minority nations*

Zapata-Barrero, R. (ed.)

Bruxelles: Peter Lang, 07/2009

p. 163-176



Aquest capítol intenta mostrar l'evolució de les polítiques d'immigració desenvolupades a Catalunya tenint en compte, d'una banda, la distribució de competències entre govern central i govern autònom i, d'una altra banda, realitzant una aproximació a les diferents maneres de concebre les polítiques d'acomodació. Aquesta aportació permet, dintre del volum col·lectiu, una certa comparació amb la gestió de la immigració en altres països, com ara Flandes o Quebec, amb estats plurinacionals semblants a l'espanyol.

Castiñeira Fernández, Àngel

El valor de la resiliència

In *Seminari "Valors útils per a la Catalunya del futur": Barcelona, octubre i novembre de 2008*

Calsina, M. (coord.)

Barcelona: Barcino, 06/2009

p. 93-114



El text d'aquesta ponència tracta els següents aspectes: la relació entre resiliència i vulnerabilitat humana; la de definició i característiques de la resiliència; l'aprenentatge de la resiliència; i finalment, les tres dimensions de la resiliència: la dimensió individual, la dimensió comunitària i la dimensió nacional.

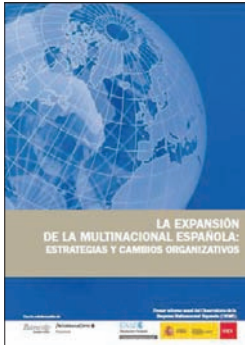
Comajuncosa Ferrer, Josep M.**El entorno macroeconómico de la expansión inversora española en el exterior**

In *La expansión de la multinacional española: Estrategias y cambios organizativos*

Puig Bastard, P. (ed.)

Barcelona: ESADE-ICEX, Observatorio de la Multinacional Española, 12/2008

p. 10-25



Desde 1994 hasta 2007 la economía española ha experimentado el periodo de crecimiento sostenido más largo del último siglo.

Esta fase de crecimiento ha sido posible gracias a dos grandes hitos en el proceso de integración de la economía española en la europea: la incorporación a la CEE y a la Unión Monetaria Europea.

Cornudella Marqués, Jaume**El nuevo plan general de contabilidad y las consecuencias fiscales. Cuestiones básicas**

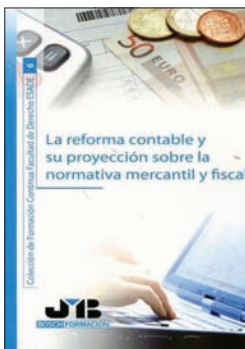
In *La reforma contable y su proyección sobre la normativa mercantil y fiscal*

Ginés, N. (coord.)

Barcelona: Bosch, 10/2008

p. 117-161

Colección de formación continua Facultad de Derecho ESADE; nº 6



El nuevo Plan General de Contabilidad da lugar a la existencia de un conjunto de efectos que pueden ser importantes en la cuantificación de la base imponible del Impuesto sobre Sociedades (en adelante, IS).

El presente artículo no tiene otra pretensión que poner de manifiesto algunos de los aspectos más novedosos y que pueden ser de más general aplicación para los contribuyentes. Así, hemos excluido de este análisis las consecuencias de las operaciones re-

lativas a las combinaciones de negocios, que exigen un estudio separado, dada su amplitud y la existencia de un régimen fiscal especial.

Dolan, Simon**La cultura corporativa: el caso de la dirección por valores**

In *La comunicación empresarial y la gestión de los intangibles en España y Latinoamérica*

Madrid: Pearson, 06/2009

p. 103-115

En la cultura corporativa generada por el recurso humano la dirección por valores (DpV) puede considerarse una nueva herramienta de liderazgo y dirección.

A través de un modelo triaxial compuesto por: 1) valores económicos, de control o prácticos, 2) valores emocionales, de desarrollo, poéticos o creativos y 3) valores éticos, y basado en un metavalor central, la confianza, se puede aspirar a un equilibrio que conduzca a la salud y al éxito de la empresa.

El éxito de la DpV se dará cuando se alcance el equilibrio entre salud económica, emocional y ética de la empresa, se idee un objetivo común con reglas definidas, se consideren las personas como fines a potenciar y no recursos a optimizar y se generalice una visión legitimadora y cohesionada de la propiedad y del equipo directivo de la empresa.

Fabregat Feldsztajn, Jordi**El difícil arte de las valoraciones en la era puntocom**

In *Master en negocios. Tomo 7:*

Finanzas: para quienes no son directores financieros

Buenos Aires: iEco. Clarín. Materiabiz, 08/2009

p. 4-7



La dificultad de valorar empresas, en especial las que surgieron a finales de los 90 relacionadas con la expansión de Internet.

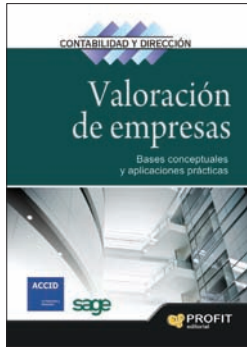
Fabregat Feldsztajn, Jordi**Introducción a los metodos de valoración de empresas**

In *Valoración de empresas:*

bases conceptuales y aplicaciones prácticas

Barcelona: Profit, 03/2009

p. 11-29



En este trabajo se describen los distintos métodos de valoración de empresas. Actualmente se considera que el método fundamental y técnicamente más correcto es el descuento de flujos de caja. Por ello entendemos que el valor de una empresa depende del futuro y es necesario establecer hipótesis sobre distintas variables que componen el flujo de caja, tanto a nivel de explotación como de inversión en activos no corrientes y en capital de trabajo.

El riesgo de la empresa se introducirá en la tasa de actualización, que será el coste del pasivo y patrimonio neto., Sin embargo, es habitual acompañar esta metodología con la aplicación de múltiplos de empresas comparables. La utilización de multiplicadores debe realizarse con prudencia dadas las hipótesis implícitas que supone. El valor estático a partir del ajuste de los activos a valor de mercado, debería ser un valor mínimo de la sociedad. Y en todo caso, nunca existe un valor único e incontestable de una compañía.

Fernández del Pozo, Luis**El derecho contable de fusiones**

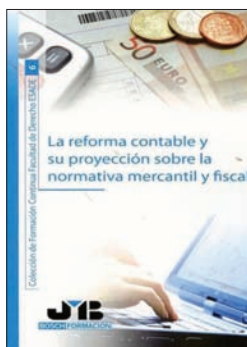
In *La reforma contable y su proyección sobre la normativa mercantil y fiscal*

Ginés, N. (coord.)

Barcelona: Bosch, 10/2008

p. 163-250

Colección de formación continua Facultad de Derecho ESADE; nº 6



Este capítulo analiza los siguientes temas: I. La calificación contable de la fusión o escisión, las "combinaciones de negocios"; II. El registro contable de la fusión en la absorbente/beneficiaria o resultante; III. Criterios contables para valorar el traspaso patrimonial.

Gimbert Ràfols, Xavier**Tipos de estrategia**

In *Máster en negocios. Tomo VI: Estrategia, escenarios y políticas de empresas: del análisis a la implementación: para que la estrategia no quede guardada en el cajón*

Buenos Aires: iEco. Clarín. Materiabiz, 07/2009

p. 79-103



Este capítulo 'Tipos de estrategia' pertenece al libro de Estrategia de la colección Máster en Negocios, editada por iEco, Clarín y Materiabiz. Buenos Aires (Argentina). El capítulo se relaciona con los anteriores del libro (historia de la estrategia, conceptos clave, procesos de análisis) así como conecta con los posteriores dedicados a la implementación de la estrategia y a su relación con la cultura y estructura de la organización. El capítulo se adentra en el concepto de estrategia con un lenguaje claro, sintético y práctico, presentando primeramente los diversos niveles estratégicos que existen en una compañía. Los apartados centrales tratan el tema de la ventaja competitiva, inicialmente de una forma amplia, para después describir las dimensiones estratégicas, así como los grupos estratégicos que a partir de estas dimensiones se pueden formar. El penúltimo apartado versa sobre las diferentes visiones o formas de realización que existen del proceso de planificación y diseño de la estrategia. Se cierra el capítulo con un apartado de conclusiones en el que no solamente se recapitula y se realizan las últimas reflexiones, sino que también se enlaza con los capítulos finales del libro (implementación y estructura).

Ginés Castellet, Nuria**Algunas reflexiones sobre la causa en los pactos sucesorios en el nuevo Libro IV del Codi Civil de Catalunya**

In *Materials de les XV Jornades de Dret Català a Tossa*

Girona: Universitat de Girona, 07/2009

p. 545-559

En aquesta contribució s'analitza el joc de la causa en el nou model de pacte successori que ha estat incorporat a l'ordenament jurídic català pel llibre IV del Codi Civil de Catalunya, que va entrar en vigor el dia 1 de gener de 2009, amb especial èmfasi a les limitacions que comporta en relació amb les possibles modulacions que els particulars hi vulguin introduir.

Ginés Castellet, Nuria**El concepto de derecho real de garantía y sus principios rectores**

In *Derechos reales. Principios, elementos y tendencias*

Reina Tartièrre, G. de (coord.)

Buenos Aires: Heliasta, 11/2008

p. 421-448

El concepto de derecho real de garantía es una noción recurrente en algunas leyes (por ejemplo, la Ley Concursal de 2003). En consecuencia, es de interés y utilidad para el intérprete y aplicador de tales normas legales contar con algunos elementos que le ayuden a trazar los confines del concepto. La garantía real confiere un poder jurídico que presenta una naturaleza bifronte (derecho real/garantía) muy acusada y de consecuencias muy marcadas. A partir de esta configuración, cabe establecer un elenco de principios rectores que perfilan y delimitan esta figura: en cuanto garantía, los principios de accesoriedad y conservación de la cosa y en cuanto derecho real, el principio de indivisibilidad y la concesión de un *ius distrahendi*. A todo ello, en el ordenamiento español es preciso añadir un ulterior principio/límite, que se impone por razones de orden económico: el de la prohibición del pacto comisorio.

Griñó Tomas, Miquel**Arbitraje de inversiones. Concepto y evolución. Una breve introducción al tema**

In *El arbitraje internacional: cuestiones de actualidad*

Peláez, F. J. y Griñó, M. (dirs.); Ginés, N. (coord.)

Barcelona: Bosch, 03/2009

p. 191-239

Colección de formación continua Facultad de Derecho ESADE; n° 7



Breve repaso de los medios que tradicionalmente se han venido empleando para la protección de la inversión extranjera, y el estado actual de la situación.

Heras Forcada, Miguel Angel**Gestión de operaciones y calidad**

In *Lo que se aprende en los mejores MBA. Vol. II*

Barcelona: Gestión 2000, 09/2008

p. 557-596



El capítulo Gestión de Operaciones y Calidad desarrolla cómo la función de operaciones juega un papel vital en la consecución de los objetivos estratégicos y contribuye de manera fundamental a hacer realidad la estrategia. A continuación se introduce la Gestión de la Calidad analizando su relación con las operaciones a través de la mejora continua de los procesos. También se estudia cómo dicha mejora permite alcanzar niveles de excelencia cada vez mayores. Finalmente

se plantea la implantación de la Dirección por Procesos que orienta a las compañías hacia los clientes.

Hohberger, Jan**Parada Balderrama, Pedro Alfonso****Individual collaborations, strategic alliances and innovation: Insights from the biotechnology industry**

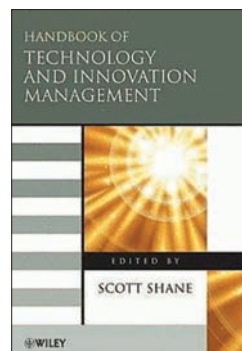
Almeida, P.; Hohberger, J.; Parada Balderrama, P. A.

In *The handbook of technology and innovation management*

Shane, S. A. (ed.)

Chichester, England: Blackwell, 10/2008.

p. 353-364



Do firms benefit individual-level collaborative activities? Do these activities enhance the innovativeness of the firms that employ these collaborating scientists? And, what is the relationship between strategic alliances and individual collaborations as regards firm innovation? We elaborate on the role of individual and organizational collaborations and its impact on innovation. Our main purpose is to establish basic propositions to guide future research on individual-level

collaborations, its relationship to strategic alliances and its impact on innovation. We build on some examples from the biotechnology industry as an example of a knowledge intensive industry. We explore the link between strategic alliances and innovation, individual collaborations and innovation, and the overall relation of strategic alliances, individual collaborations and innovation. We build propositions for each relationship. We present our conclusions and propositions for future research.

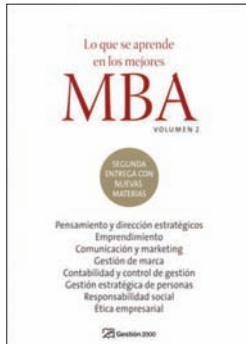
Iglesias Bedós, Oriol**Brand management**

Capriotti, P.; Iglesias, O.

In *Lo que se aprende en los mejores MBA. Vol. II*

Barcelona: Gestión 2000, 09/2008

p. 363-380



La situación actual de la mayoría de los mercados, con una gran cantidad de empresas compitiendo, una multitud de productos y servicios, y una sociedad cada vez más exigente, hace que sea muy difícil para las organizaciones lograr una adecuada identificación, diferenciación y preferencia tanto al nivel más global de empresa, como de servicio o producto específico. El problema es evidente: ¿Cómo conseguir ser visibles? Y, además, ¿Cómo ser atractivos y seductores? Y,

encima, ¿Cómo conseguir ser los preferidos? Y, sobretodo ¿Cómo conseguir clientes verdaderamente fieles? En este entorno competitivo, las marcas de éxito, aquellas que consiguen ser visibles, atractivas y seductoras, preferidas y que disponen de una amplia cartera de clientes fieles son aquellas que consiguen crear y mantener vínculos relevantes con sus públicos. Así pues, las marcas de éxito son aquellas que dejan de ser fabricantes de productos para ser “vendedoras” de significados. Desde esta perspectiva, una marca puede entenderse como un portafolio de significados.

Llebaría Samper, Sergio**Comentarios a los arts. 541-1 y 2, 554-1 a 3 y 9 a 12, y 569-23 y 26.**

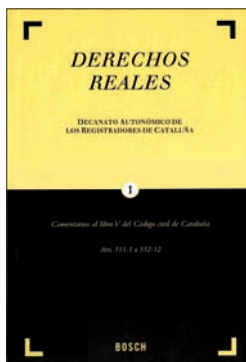
In *Derechos reales. Comentarios al*

Libro V del Código Civil de Cataluña

Derechos reales. Comentarios al Libro V del Código Civil de Cataluña; Giner Gargallo, A. (dir.); Clavell Hernández, V. (coord.).

Barcelona: Bosch, 11/2008

3 vol., p. 431-1915



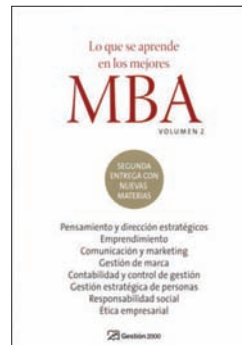
Comentarios por artículos del reciente Libro V del Código civil de Cataluña, relativo a los derechos reales. En concreto son objeto de comentarios preceptos relativos al derecho de propiedad, a la comunidad por turnos, y a la anticresis.

Mena López, Francesc Xavier**Economía avanzada y empresa**

In *Lo que se aprende en los mejores MBA. Vol. II*

Barcelona: Gestión 2000, 09/2008

p. 123-152



Este capítulo analiza los siguientes temas: El mapa de valor añadido de la empresa, el análisis del entorno de la empresa, interacción estratégica y teoría de juegos, la economía en la formación directiva, el entorno económico: global vs. Local, una perspectiva histórica, de la economía de la información a las economías emergentes, análisis y previsión de la coyuntura económica, fundamentos estratégicos de la toma de decisiones, organización industrial y

por último una nota sobre metodología pedagógica.

Mendoza Mayordomo, Xavier**Vives de Prada, Luis****De la internacionalización a la multinacionalización de la empresa: Marcos teóricos para su análisis estratégico**

In *La expansión de la multinacional española:*

estrategias y cambios organizativos

Puig Bastard, P. (ed.)

Barcelona: ESADE-ICEX, Observatorio de la Multinacional Española,

12/2008

p. 76-105



El capítulo se inicia destacando la importancia que para la economía española tiene el fenómeno de la creciente internacionalización de su tejido empresarial y el auge de un número significativo de empresas multinacionales propias. En segundo lugar, se describen y analizan los diferentes marcos teóricos que explican los procesos de internacionalización, tanto incremental como acelerada, de las empresas. Asimismo se resumen los resultados más significativos de los estudios empíricos más recientes sobre la internacionalización de las empresas españolas.

En tercer lugar, se identifican y analizan los retos y las oportunidades que se presentan a las empresas en fases avanzadas de internacionalización, aquellas que pueden optar a la condición de empresa multinacional. El énfasis del análisis se pone en las considerables discontinuidades que dicha transición comporta, ya que el modelo de gestión empresarial debe evolucionar para dar respuesta efectiva a la complejidad de dirigir operaciones dispersas en múltiples países. A continuación se analizan las fuentes de ventaja competitiva derivadas de la multinacionalidad y los diferentes enfoques estratégicos de la empresa multinacional. Por último, se analizan las implicaciones estratégicas y organizativas de la multinacionalización.

Mendoza Mayordomo, Xavier
Vives de Prada, Luis

Management education in Spain

In *Global management education: country studies*

Philip, J. and Ravindranathan, C. P. (eds.)

Bangalore, India: XIME-Xavier Institute of Management & Entrepreneurship, 05/2009

p. 306-317

Spanish business schools have acquired considerable visibility. The rankings of prestigious international newspapers and magazines (such as Business Week, Financial Times, The Wall Street Journal and The Economist Intelligence Unit) have revealed the prominence achieved by Spanish business schools in the international scenario. The paper first describes the Spanish university system, then goes on to analyze the history and evolution of management education in Spain, with special emphasis on the process of internationalization followed by the main Spanish business schools. It ends by presenting some of the key future challenges facing Spanish business schools.

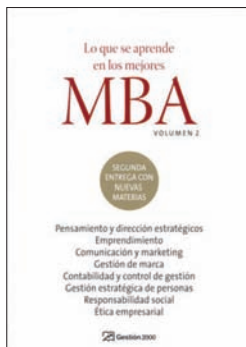
Mínguez Pérez, Santiago

Normas internacionales de contabilidad: su impacto financiero

In *Lo que se aprende en los mejores MBA. Vol. II*

Barcelona: Gestión 2000, 09/2008

p. 153-176



El capítulo describe el impacto que la incorporación de las normas internacionales de contabilidad tiene en el análisis de los de estados financieros de una empresa.

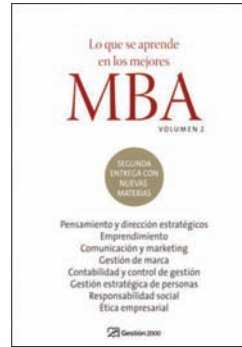
Ramis Pujol, Juan

Gestión del cambio y de la innovación. Fundamentos teóricos y cuestiones prácticas para un MBA

In *Lo que se aprende en los mejores MBA. Vol. II*

Barcelona: Gestión 2000, 09/2008

p. 481-514



¿Cuál es la razón y el propósito del cambio?, ¿por qué y para qué deben cambiar las organizaciones? Para algunos autores la creación de valor es el principal elemento que explica la necesidad del cambio. El cambio es un mecanismo necesario para asegurar que la organización cree valor a lo largo del tiempo.

Hoy en día, y más allá de las primeras perspectivas tecnológicas de la innovación, la innovación puede verse desde muchos ángulos distintos. A raíz

del efecto de moda ha surgido un animado debate sobre la innovación en los últimos años. Este debate ha generado algunas respuestas a antiguos dilemas pero también ha generado dudas y nuevos dilemas, nuevas preguntas en fin, que debemos tener en cuenta.

Ruiz Vegas, Francisco Javier

Agell Jané, Núria

Intersection and Signed-Intersection Kernels for Intervals

Ruiz Vegas, F. J.; Angulo Bahón, C.; Agell Jané, N.

In *Artificial Intelligence Research and Development*

Proceedings of the 11th International Conference of the Catalan Association for Artificial Intelligence

Alsinet, T.; Puyol-Gruart, J.; Torras, C. (eds.)

Amsterdam: IOS Press, 10/2008

p. 262-270

Frontiers in Artificial Intelligence and Applications; vol. 184

In this paper two kernels for interval data based on the intersection operation are introduced. First, it is demonstrated that the intersection length of two intervals and a signed variant of the intersection are positive definite (PD) and conditionally positive definite (CPD) kernels respectively. The performance of these kernels is evaluated by using one and two-dimensional examples.

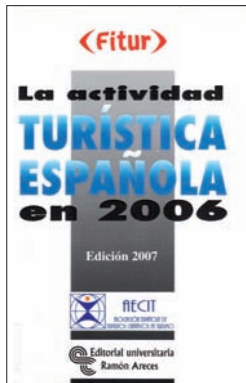
Santomà Vicens, Ricard
Vila Fernández-Santacruz, Mar

El uso del Concept Mapping en la determinación de los aspectos de gestión para mejorar la calidad de servicio en la industria hotelera española

In *La actividad turística española en 2007*

Edited by: AECIT

Madrid: Editorial Universitaria Ramón Areces, 01/2009 p. 47-62



El concept mapping combina técnicas cualitativas y cuantitativas que incluyen una gestión del conocimiento de un grupo de expertos, el multidimensional scaling, y la interpretación de los mapas conceptuales generados en el proceso, superando así algunos de los aspectos críticos de otras técnicas cualitativas.

Ulled Martínez, Agustín

La economía, ¿instrumento al servicio de una unión fundada en los derechos humanos?

Bartlett, E. y Bardají, M^a D. (coords.)

In *1957-2007, 50 años de derechos humanos y Europa*

Barcelona: Bosch, 02/2009

p. 23-40

ESADE Facultad de Derecho



En este capítulo se analizan los siguientes temas: La recuperación política y económica en la posguerra, el resurgimiento de los movimientos europeístas, evolución del proceso de integración económica europea: la consideración del respeto a los derechos humanos, la superación de la división de Europa, los logros económicos y por último los retos del futuro.

Spender, John-Christopher

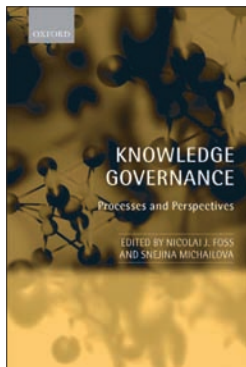
An exchange of ideas about knowledge governance: Seeking first principles and microfoundations

In *Knowledge governance: Processes and perspectives*

Foss, N. J. and Michailova, S. (eds.)

Oxford: Oxford University Press, 01/2009

p. 247-271



This chapter consists of an exchange of ideas about knowledge governance. It aims to seek first principles and microfoundations for the knowledge-based view of organization. Two different opinions and conjectures about knowledge governance are offered and considered broadly. Such matters as the merits of a focus on the individual-level as a starting point for understanding knowledge-related outcomes, what role our underlying epistemologies play in furthering our efforts to understand organizations,

whether economic reasoning might help us understand the theory's microfoundations, and so forth are debated. The chapter ends with a discussion of some key emerging micro-foundational issues that it is felt ought to be addressed perhaps under the knowledge governance label in the fields of organization theory and strategy.

**CONFERENCE
PROCEEDINGS AND
CONGRESS
CONTRIBUTIONS**

Abel Lluch, Xavier**Aspectos puntuales sobre la responsabilidad del perito: imparcialidad, clases de responsabilidad y secreto profesional**

Congreso Europeo de Peritaje Judicial
 Associació Catalana de Perits Judicials i Forenses; ESADE. Facultat de Derecho
 Barcelona, 17/10/2008 - 18/10/2008

Bajo el epígrafe de la "Aspectos puntuales sobre la responsabilidad del perito" se analizan tres cuestiones concretas. Una relativa a la imparcialidad del perito y los mecanismos de su control, pues la doble modalidad de dictámenes periciales -a instancia de parte y de designación judicial- ha comportado la diversidad de los mecanismos jurídicos para controlar la responsabilidad de perito, existiendo el juramento, como garantía común de la imparcialidad del perito, pero diversificándose en la abstención y recusación para el perito de designación judicial y la tacha para el perito de parte. Una segunda relativa a la responsabilidad civil, penal y disciplinaria del perito. Se trata, cuando menos en nuestra tradición jurídica, de una materia que no ha suscitado gran interés doctrinal y estadísticamente pocas veces presente en la práctica forense. Y una tercera relativa al secreto profesional del perito y la utilización por el perito de datos confidenciales, materia en la que se mezclan aspectos deontológicos de la actuación profesional del perito.

Agell Jané, Núria**The evolution of expertise in decision support technologies: A challenge for organizations**

Diasio, S.; Agell Jané, N.
 13th International Conference on Computer Supported Cooperative Work in Design
 Universidad de Chile
 Santiago de Chile, 22/04/2009 - 24/04/2009

This study provides insight from an evolutionary perspective of expertise that has shaped the field of decision support technologies. The investigation sets out to reveal the changing landscape of expertise in supporting decision-making using technology and sheds light on the new role that experts will play in organizational decision-making. The results show significant changes in how decision-making is being made which challenge the traditional role of experts and non-experts. Finally, this paper explores opportunities from an artificial intelligence methodological standpoint in design for decision support technology integration.

Agell Jané, Núria**New challenges: Group decision systems by means of entropy defined through qualitative reasoning structures**

Roselló Saurí, Ll.; Prats Duaygues, F.; Sánchez Soler, M.; Agell Jané, N.
 CCIA'08. 11è Congrés Internacional de l'Associació Catalana d'Intel·ligència Artificial
 Institut d'Investigació en Intel·ligència Artificial; Associació Catalana d'Intel·ligència Artificial
 Sant Martí d'Empúries, Girona, 22/10/2008 - 24/10/2008

This paper introduces the concept of entropy on orders of magnitude qualitative spaces and, consequently, the opportunity to measure the gain or loss of information when working with qualitative descriptions. The results obtained are significant in terms of situations which arise naturally in many real applications when dealing with different levels of precision. The entropy allows measuring the consensus of expert opinion by use of a distance, and building a method that enables ambiguous values to be included in analysis and summarizing information.

Arcalean, Calin**Dynamic fiscal interactions and economic**

Midwest Macroeconomics Meeting
 Indiana University Bloomington
 Bloomington, IN, USA, 15/05/2009 - 17/05/2009

PET 09, 10th Annual Conference
 Association for Public Economic Theory
 Galway, Ireland, 18/06/2009 - 20/06/2009

EEA-ESEM Barcelona'09. 24th Annual Congress of the European Economic Association. 64th European Meeting of the Econometric Society

European Economic Association; Econometric Society
 Barcelona, 23/08/2009 - 27/08/2009

The paper uses a multi-country dynamic model to investigate competition and coordination as distinct fiscal policy interactions between countries sharing an integrated capital market. Capital mobility triggers strategic public investment while government debt generates negative externalities alleviated by fiscal coordination. The central result is the existence of coordination traps: governments choose not to implement perfectly coordinated policies that maximize long-run welfare. Higher foreign capital inflows, a larger capital market or policies favoring old generations help escape the trap. Integrating more countries is effective only at low initial coordination levels. Otherwise, only larger capital inflows can ensure optimal coordination is adopted

Arcalean, Calin**Spatial correlation of output: Knowledge, spillovers and trade**

1st ESADE-HEC Symposium on Transversal Topics
 EsadeCreapolis - ESADE
 Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

This paper studies how trade and knowledge spillovers shape the output distribution of small open and interconnected economies. The output produced in one region is determined jointly by its access to markets and to knowledge, which in turn are determined by the geographical location and the transportation costs involved. Allowing both the knowledge production and the trade flows to vary across space enables a direct comparison of the forces that cause agglomeration versus dispersion in economic activity, and thus a way to assess the role the transportation cost plays in generating these phenomena. I estimate the theoretical model on a sample of European regions. The results support the hypothesis that knowledge and trade flows have distinct effects on regional productivity. In particular, knowledge spillovers are most likely to occur between a region and its closest two neighbors, at an average distance of 120 km, while most trade flows are likely limited to the closest six neighbors, within a distance of around 210 km.

Arenas Vives, Daniel

Dificultades de encaje de lo medioambiental en la ética empresarial

Arenas Vives, D.; Rodrigo Ramírez, P.

17º Congreso EBEN-España

European Business Ethics Network (EBEN)

Granada, 25/06/2009 - 26/06/2009

La crisis medioambiental en sus diferentes aspectos (pérdida de biodiversidad, calentamiento global, escasez de agua, erosión del suelo, productos químicos tóxicos, entre otros) es una de las grandes preocupaciones de la humanidad y un gran motivo de ansiedad. La grave crisis financiera y económica que estalló en el 2008 puede tener diversos efectos con respecto a la percepción sobre la crisis medioambiental, que es de plazo mucho más largo y alcance mucho más amplio. Estos efectos van desde el miedo a que el tema medioambiental sea relegado a un segundo término hasta la esperanza de que la economía y la política busquen salidas al bache en las iniciativas verdes. En cualquier caso, dado que los cambios medioambientales son concebidos como inducidos por la actividad humana, las empresas y las organizaciones han estado en el punto de mira por el impacto de su actividad sobre el medioambiente, su necesidad de recursos y su importancia decisiva como actor social. Pero la pregunta surge sobre si el lenguaje de la ética es útil y necesario para hacer frente a esta preocupación o si, por el contrario, es un obstáculo. Asimismo, existe la duda sobre si el lenguaje, los conceptos y las teorías de la ética empresarial son útiles y necesarios para tratar la cuestión medioambiental, o si también son un obstáculo. En este artículo, analizamos los dos tipos de aproximaciones éticas al tema medioambiental: el ecocentrismo y el antropocentrismo, y vemos fortalezas y debilidades en los dos tipos de aproximación. Concluimos que diferentes argumentos éticos de raíz antropocéntrica pueden ayudar a definir criterios sobre el papel de la empresa en la crisis medioambiental. Pero que las principales teorías de la ética empresarial no aportan nuevos elementos a la cuestión.

Arenas Vives, Daniel

Lozano Soler, Josep Maria

Albareda Vivó, Laura

The role of NGOs in CSR: Mutual perceptions among stakeholders

3rd International Conference on Corporate Social Responsibility and Governance

Humboldt-Universität zu Berlin

Berlin, 08/10/2008 - 10/10/2008

This paper explores the role of NGOs in Corporate Social Responsibility (CSR) through an analysis of the perceptions by different stakeholders as well as by NGOs themselves. Through a qualitative methodology based in Spain, we found that the perceptions of the role of NGOs form four categories: recognition of NGOs as drivers of CSR, concerns about their legitimacy in relation to CSR, difficulties in the mutual understanding between NGOs and trade unions, and self-confidence of NGOs as important players in CSR. Each of these categories is composed of different elements that are analyzed in the paper. We found some discrepancies in the perception by others and the self-perceptions of NGOs, which explain why their role is often found controversial. The research confirms that secondary stakeholders such as NGOs are key players in CSR, but that their role is still regarded as controversial and their legitimacy still contested. This deep-seated misunderstandings and mistrust among different stakeholder groups (particularly between NGOs and trade unions) can be a possible cause of blockage for concrete CSR ini-

tiatives and the integration of social and environmental concerns in business activity and corporate governance in the Spanish context and similar ones.

Arenas Vives, Daniel

Lozano Soler, Josep Maria

Albareda Vivó, Laura

The role of CSR: Resistance and bias among stakeholders

EBEN Annual Conference 2008

Hacettepe Universitesi

Antalya, Turkey, 17/10/2008 - 19/10/2008

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

Batista-Foguet, Joan Manuel

Saris, Willem Egbert

Survey research. How much do you want to avoid the ritual?

Sistemas de Indicadores Sociales y Políticas Públicas

Universidad Internacional Menéndez Pelayo

Sevilla, 24/12/2008

Actualmente, nos encontramos con todo tipo de organizaciones e investigadores individuales que utilizan la encuesta como procedimiento de recogida de datos. Todos entienden que pueden formular cuestiones y que, por consiguiente, pueden recopilar datos a través de sondeos para sus propósitos. En esta presentación nuestro objetivo es mostrarles la complejidad de las decisiones que esta metodología conlleva tanto en su diseño como en el análisis de la información.

Batista-Foguet, Joan Manuel

Saris, Willem Egbert

Boyatzis, Richard

Serlavós Serra, Ricard

Split Ballot Split-ballot multitrait-multimethod designs' effect of response scale on assessment of emotional intelligence competencies

ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw

Warsaw, 30/06/2009 - 03/07/2009

Most of the research on emotional and social competencies has been done in English-speaking countries. Most of the survey measurement instrument of behavioural competencies use a five-point Likert scale, without considering that the response modality may affect the findings. Batista-Foguet, Saris, Boyatzis, Guillén & Serlavós (2009) have shown using a Split-Ballot design that an eleven-point response scale with mainly European MBA students, that the eleven-point scale lead to composites with greater reliability, validity and less invalidity, than the commonly used 5-point scale. A complete four-group Split-Ballot (SB-MTMM) design for two methods and their replications (exact repetitions of the same items are included in the design after sufficient time has elapsed to avoid memory effects) is used to compare both response modalities. On this paper, the SB-MTMM design allows to evaluate the occasion effects as well as measurement bias, reliability, and validity simultaneously, while reducing response burden a usual drawback of MTMM studies.

Batista-Foguet, Joan Manuel

Serlavós Serra, Ricard

Development of a questionnaire to measure emotional and social intelligence competencies

Batista-Foguet, J. M.; Sipahi Dantas, A.; Serlavós Serra, R.

ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw

Warsaw, 30/06/2009 - 03/07/2009

Practitioners and researchers have pointed out the influence of emotions on decision-making processes, on willingness to take risks, on the definition of strategies, and on the role of managers in ethical issues inside organisations, amongst others. The influence of emotions on everyday organisational life has called for the assessment and management of emotional and social intelligence competencies. The substantial increase in research on Emotional Intelligence (EI) in the field of management is another indication of the growing recognition of the importance of the individual's emotional facet to better understand professional outcomes (Fernandez-Berrocal & Extremera, 2006). Furthermore, higher performance in work settings is related to the ability to develop cognitive as well as emotional and social intelligence competencies and to applying these capacities in organisations (Boyatzis, Stubbs & Taylor, 2002). The assessment of the emotional facet of individuals in organisations, through emotional and social intelligence competency mapping, follows McClelland's (1973) proposition that competencies are better indicators of professional performance. Besides, according to Spencer (1997), the competency movement has been responsible for a better assessment of the competencies that are present in the best performers. However, while cognitive competencies have historically received great atten-

tion, only in the last two decades has there been a growing attempt to grasp the emotional dimension of workers. The aim of this article is to present the developmental process of a measurement instrument to assess workers emotional and social intelligence competencies. In drafting this questionnaire, the foundational literature and the most recent literature on Social and Emotional competencies measurement were reviewed along with recognised questionnaires on Emotional Intelligence. A pilot study was conducted in order to make a preliminary assessment of the questionnaire's construct validity.

Batista-Foguet, Joan Manuel

Serlavós Serra, Ricard

A motivational model of emotional intelligence competency display

Sipahi Dantas, A.; Batista-Foguet, J. M.; Serlavós Serra, R.

ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw

Warsaw, 30/06/2009 - 03/07/2009

This paper proposes a motivational view over the display of different emotional intelligence competencies. The efficacy of organizations is rooted on the emotional intelligence competencies of workers. As this idea becomes widely accepted organizations have invested on the development of individual competencies best suited for their businesses. However, in general people present different levels of facility on developing competencies. A possible explanation for these differences lays on the fact that people have different implicit motivations. Such motivations, main drivers of the behaviours, are more stable and can facilitate the development of particular competencies. For this reason, the identification of the implicit motivations that underline the different emotional intelligence competencies is important. It can help to explain why people present different competencies and better direct the investments to its development. The paper here proposed bases itself on this premise to suggest a model of emotional intelligence competencies display based on the three social motives (affiliation, power and achievement). The first section of the paper will explore the competency movement. This construct, despite its controversial status among academics, have definitely entered the practitioner world and impacted the way organizations are managed. The discussion around the competency movement will settle the terrain for the central subject of the paper that is the correlation between emotional intelligence competencies and implicit motivations. In a sub-section, it will be discussed the emotional intelligence competency approach to competencies. The recognition that skills other than the technical ones are fundamental for the personal and organizational effectiveness widened the research agenda towards emotional and social competencies. Since emotional intelligence competency, at this paper, will be treated as consistent emotional and social behaviour that contributes to effective performance, the second section of this paper will concentrate on the role of motivations on driving peoples' behaviour. On the following sub-section, the discussion will be centered on the implicit motivations that drive behaviours, specifically the 3 social motives theory. Finally, theory linking the three social motives to the display of effective professional profiles will be used to derive a model of emotional intelligence competency display based on the three social motives. An agenda for future research and final section of conclusion will end the paper.

**Bell, Roger-Matthew
Sierra Olivera, Vicenta**

EMD: An international study of management development with special focus on Spain

IACCM Conference 2009

Viena University CEMS Program

Vienna, 24/06/2009 - 26/06/2009

The European Management Development project (EMDP) examines how organizations in different national locations report training and development of their managers (MD). Longitudinal information is available for Denmark, France, Germany, Spain and UK. Demographic data include status (domestic or headquarters of MNC), size and sector. Responses group into four constructs: "resource based view" (link to business strategy, competency framework, emphasis on longer term), MD systems (career planning, policy statement, review etc), importance (line managers' view of priority given to MD) and amount of training in days per year. We found correlations between demographics and constructs, delivery systems and perceived determinants of managerial effectiveness. We found weak correlations between constructs and a subjective measure of organizational performance. We examine the GLOBE cultural profile and suggest how this might be expected to affect the results. We also consider how other contextual variables such as internationalization and institutional variables might affect the results.

We present this study and others that have been derived from the same data set over the last five years in two rounds of on-line surveys in eight European countries. The paper was accepted for presentation in the EURAM conference in Ljubljana, 2009.

Bisbe Viñas, Josep

La mayoría de edad del balanced scorecard

III Congrés de Comptabilitat i Direcció (ACCID)

ESADE

Barcelona, 11/06/2009

Aviat farà divuit anys de l'aparició del primer article de Kaplan i Norton sobre el balanced scorecard (sovint traduït com a quadre de comandament integral) a la Harvard Business Review. Aquell paper va ser el precursor d'una llarga sèrie d'articles i de (fins avui) cinc llibres, publicats pels mateixos autors, en els quals han anat desplegant les seves propostes. En conjunt, totes aquestes publicacions de Kaplan i Norton han tingut una destacada repercussió, tant en la pràctica empresarial com en la recerca acadèmica. A punt de fer divuit anys, el balanced scorecard està arribant a la majoria d'edat i, per tant, és un bon moment per valorar com ha anat creixent, quins trets l'han anat definint i de quina manera és percebut i valorat pels qui l'usen i pels qui l'analitzen críticament.

**Bisbe Viñas, Josep
Batista-Foguet, Joan Manuel**

Performance as a variable in management accounting research: a critical review

Malagueño de Santana, R.; Bisbe Viñas, J.; Batista-Foguet, J. M.

9th Manufacturing Accounting Research Conference

European Institute for Advanced Studies in Management (EIASM)

Münster, 21/06/2009 - 24/06/2009

This paper aims to review how the construct performance has been assessed in prior contingency-grounded, survey-based management accounting and control systems research, to analyze 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.

Bou Alameda, Elena

**Bridging old worlds and building new ones:
The challenge of integrating knowledge in
innovation networks**

Moreira Ottani, S.; Bou Alameda, E.

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE

Barcelona, 02/07/2009 - 04/07/2009

The growing importance of innovation toward competitive success and the complexity of its knowledge content have led organisations to increasingly rely on network arrangements, and in particular on innovation networks (Cowan et al., 2007; Sammarra and Biggiero, 2008). Integrating knowledge in innovation networks bring to the foreground many challenges, especially because of the diversity of network members. Although previous studies in the academia (i.e. Cowan et al., 2007; Inkpen and Tsang, 2005; Powell et al., 1996; Ringberg and Reihlen, 2008; Van Wijk et al., 2003) and also in the practical field (i.e. Dyer and Nobeoka, 2000; Park and Ungson, 2001) have shown evidence of this premise, little has been said about how such challenges could be overcome. To transcend these barriers and ensure knowledge availability and accessibility to all network participants for the effective integration of knowledge, the figure of the mediator in innovation networks seems to be of central importance. Hence, this paper aims to explore the challenges of integrating knowledge through collective practices within the complex and distributed context of innovation networks, where knowledge is dispersed over several organisations and whose integration depends, mainly, on the relational capabilities of network actors. It also seeks to visualise and identify the role of mediators in practice and to explore the tools (such as the use of mediating artefacts) that help to consolidate the integration of knowledge in order to create synergistic value that may lead into successful innovation.

The relevance of this study lies in the fact that most contributions which analyse the process of knowledge integration has heavily focused on the structural aspects of networks (i.e. Ahuja, 2000; Burt, 2005; Gulatti, 1995; Owen-Smith et al., 2002; Uzzi, 1997). Studies that did consider the effects of network relationships on knowledge integration have focused on the use of ICT (information and communication technologies) for integrating knowledge in either virtual or ERP (enterprise resource planning) project teams (i.e. Hayes and Walsham, 2003; Hislop, 2003; Newell et al., 2004). This paper begins with a brief description of innovation networks and why they are propitious contexts for the emergence of moderators. In what follows, it is presented an analysis of the role of mediators in these networks attempting to understand origins, functions and processes that they undergo to bridge old worlds and build new ones in innovation networks. What follows is an outline of the research method employed in the ongoing study of a Pan-European innovation network and a discussion of the preliminary findings obtained thus far.

Bou Alameda, Elena**Managing large collaborations in Europe: New challenges for cross-organizational management**

Bou Alameda, E.; Moensted, M.; Bonifacio, M.

International Conference on Organizational Learning, Knowledge and Capabilities (OLKC)

VU University Amsterdam. KINResearch

Amsterdam, 26/04/2009 - 28/04/2009

The article is focusing on effective managing in networks and creating integration across knowledge organizations in different countries.

The article takes as its point of departure the development of programmes in the EU. Up to now, the bulk of EU resources allocated to Research, Technology transfer and Development activities have been used to support the creation of networks of research organizations. These networks were traditionally of a small/medium size (5 to 15 partners), disciplinary focused, mainly based on public research organizations and with a short term horizon (2 to 4 years). Furthermore, they were based on a project focus (to execute a predefined set of activities) and characterized, at least formally, by a flat and loose governance model (partners with equal rights, no delegation to centralized governance structures).

Joint Technology Initiatives as well as the EIT are based on large partnerships. They are interdisciplinary focused, have a long term horizon and view the strong if not dominant involvement of the business world. Furthermore, they are requested to manage a considerable amount of resources no longer on a project but rather on a program basis. Last, they are requested to adopt new governance models where formal legal structures are set up and managing roles are more clearly defined.

The establishment and management of these pan-European partnerships is unprecedented. Therefore, these initiatives today face the risk not to have at their disposal appropriate organization and management reference models. Besides the experimentation that will occur along the life time of these initiatives, there is a lack of literature and analysis on the management and governance of pan-EU research networks.

A number of pilot projects have been established, and results from the first survey and case studies of collaboration are presented. The article will be based on the findings of the Pilot Projects for Cooperation between European Institutes of Technology.

The methodology is based on literature review, action research, ethnographic analysis, case studies.

The results may provide a useful contribution to the design of the next generation of FP8 actions, which implies that the article will be using the empirical evidence as input for the policy making, but the cases are also an interesting and important input to the understanding of cross-institutional, cross-disciplinary and cross country collaborations, which will be used for theoretical reflections on management of collaborations and creating space for knowledge creation and space for knowledge management.

Bou Alameda, Elena**Connecting worlds: The role of innovation brokers in the context of innovation networks**

Moreira Ottani, S.; Bou Alameda, E.

1st ESADE-HEC Symposium on Transversal Topics

EsadeCreapolis – ESADE

Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

International Conference on Organizational Learning, Knowledge and Capabilities (OLKC)

VU University Amsterdam. KINResearch

Amsterdam, 26/04/2009 - 28/04/2009

High level of diversity among members of innovation networks may hinder the process of innovation. To overcome difficulties, an intermediary -named innovation broker- becomes of central importance. Few studies have investigated when this intermediary is, both, an innovative agent and carrier of innovations at networks. This study deals with this imbalance by relying on an ongoing exploratory study of a Pan-European innovation network. The results, discussing the origins, functions and processes that innovation brokers engage in, show that they can improve the performance of innovation networks by helping members to overcome social and cognitive boundaries.

Bou Alameda, Elena**Saz-Carranza, Ángel****Collet, François Hervé René****Balancing unity and diversity in the governance of interorganizational innovation networks: Preliminary findings, propositions and empirical work**

Bou Alameda, E.; Saz-Carranza, Á.; Collet, F. H. R.; Moreira Ottani, S.

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE

Barcelona, 02/07/2009 - 04/07/2009

Developing superior innovation outcomes is an important challenge among organisations for achieving sustainable competitive advantages and thus succeeding in the current business environment. To do so, organisations are increasingly relying on networks arrangements, and particularly in innovation networks, as the knowledge necessary may lie outside an organisation's core competencies.

However, even when collaboration is desired, effective collaboration is a difficult objective to accomplish. Scholars of business alliances estimate that more than 50% of the efforts to build and sustain alliances fail. We argue that the reasons why many innovation networks are unsuccessful should be found in governance issues.

In this paper we explore the design of interorganizational network governance structures and propose a conceptual framework based on the premise that the unity/diversity tension must be addressed for the successful functioning of innovation networks. In brief, we argue that there are no prescriptive guidelines regarding network governance design. Our framework proposes to focus on the unity/diversity duality, where diversity is given by the number of members and their characteristics and the level of unity required is determined by the network's objective and activities. We thus suggest a contingency approach where the duality determines the optimum governance structure.

Carpi Martín, Rebeca**La sucesión forzosa en el Libro Cuarto: incertidumbres en torno a su fundamento.**

XV Jornades de Dret Català
Universitat de Girona
Tossa de Mar , 25/09/2008

La nueva regulación en el Libro Cuarto ha mantenido la institución de la legítima (dentro de la categoría de los derechos sucesorios ope legis), introduciendo algunos cambios que, según cabe extraer del Preámbulo de la Ley 10/2008, plasman la tendencia a debilitar las legítimas y restringir las posibilidades para su reclamación, precisamente por la restricción a la libertad de testar que comportan. Por ello, y aunque no se han producido aún cambios radicales en sede de legítima, sigue siendo esencial la reflexión y debate sobre la conveniencia de un rediseño integral del sistema de legítimas, como banco de pruebas de futuras reformas legales como las que exigirá, con toda certeza, una materia que, por estar fuertemente imbuida de las convicciones sociales, morales y éticas que sobre la familia y su funcionalidad imperan en cada momento, precisa de regulares actualizaciones normativas.

Castiñeira Fernández, Ángel**L'ètica de les organitzacions socials**

I Simposi d'Ètica Aplicada a la Intervenció Social
Observatori d'Ètica Aplicada a la Intervenció Social
Girona, 28/05/2009 - 29/05/2009

Aquesta ponència presenta tres línies argumentals fonamentals: a) onze elements preliminars de l'ètica de les organitzacions socials; b) la responsabilitat ètica de les organitzacions socials; c) alguns instruments per a posar en pràctica l'ètica a les organitzacions socials.

Collet, François Hervé René**Path-dependent paths: On tie-formation processes and the evolution of labour-market networks**

Organization Science Special Issue Conference
Sda Bocconi
Milan, 18/05/2009 - 19/05/2009

It is well established that informal social networks are crucial for the jobs individuals get and for a range of organizational outcomes. Yet little is known about the structural properties of the relevant networks, how they evolve over time, and the type of processes governing their dynamics. In this paper a unique longitudinal database is used to address this imbalance in the literature. For the years 1990 to 2003, this database contains annual information on all organizations located in the Stockholm metropolitan area. The focus of the analyses is on the interorganizational network that is formed when individuals move from one organization to another. The analyses suggest that the paths of this network are highly path dependent. Even when controlling for a range of attributes that describe the organizations and the individuals working within them, network properties at one point in time considerably influence the ties formed at later points in time. The network has a small-world structure in which any randomly chosen pairs of organizations are just a few path lengths distant from one another. Yet the analyses of the formation of ties from one organization to another reveal that individuals behave as if they were embedded in a large-world structure; the formation of network ties is almost exclusively governed by highly localized network properties.

Collet, François Hervé René**Path-dependent paths: On tie-formation processes and the evolution of labour-market networks**

Social Sciences Department Workshop
University of Torino
Torino, 16/06/2009 - 17/06/2009

It is well established that informal social networks are crucial for the jobs individuals get and for a range of organizational outcomes. Yet little is known about the structural properties of the relevant networks, how they evolve over time, and the type of processes governing their dynamics. In this paper a unique longitudinal database is used to address this imbalance in the literature. For the years 1990 to 2003, this database contains annual information on all organizations located in the Stockholm metropolitan area. The focus of the analyses is on the interorganizational network that is formed when individuals move from one organization to another. The analyses suggest that the paths of this network are highly path dependent. Even when controlling for a range of attributes that describe the organizations and the individuals working within them, network properties at one point in time considerably influence the ties formed at later points in time. The network has a small-world structure in which any randomly chosen pairs of organizations are just a few path lengths distant from one another. Yet the analyses of the formation of ties from one organization to another reveal that individuals behave as if they were embedded in a large-world structure; the formation of network ties is almost exclusively governed by highly localized network properties.

Collet, François Hervé René**The small and not small worlds of strategic management**

2009 Academy of Management Annual Meeting
Academy of Management
Chicago, 07/08/2009 - 11/08/2009

In this paper, we undertake a dynamic social network analysis of the network of co-authors in strategic management. Our approach differs in two fundamental ways from recent work in this area: firstly, we carry out a co-authorship analysis, where other studies have performed a co-citation analysis; secondly, we do not restrict ourselves to a fixed list of journals, rather we use as our data source all authors that have published or been cited in the Strategic Management Journal. We find that the network of authors who contribute to the field of strategic management as a whole has a Small World structure, and we identify the most central academics within this network. We show that after an initial phase of consolidation the degree to which new connections are being formed between clusters of authors has remained stagnant. This gives empirical grounding to the view that strategic management is clustered into schools of thought. We also find that the smaller network of authors who publish in the Strategic Management Journal does not have a Small World structure. We conclude therefore that editorial boards and conference organization committees can play an important role to foster inter-group dialog to prevent these schools of thought becoming intellectual silos.

Costa Guix, Gerard**Marketing de la Salud: profesionales de la salud o empresarios**

IV Symposium Internacional de Implantología
Sociedad Española de Cirugía Oral y Maxilofacial
Oviedo, 12/02/2009 - 14/02/2009

La evolución del entorno sanitario exige estrategias competitivas para mantener el éxito profesional de las consultas privadas. El estudio

realizado en clínicas odontológicas y maxilofaciales muestran frecuentes políticas que siguen centradas en el servicio profesional y no en la creación de valor para el cliente.

Dumitrescu, Gabriela Ariadna

Corporate Governance and Market Liquidity

XVI Foro de Finanzas

ESADE

Barcelona, 13/11/2008 - 14/11/2008

In this paper we show how differences in liquidity can be explained by differences in corporate governance: ownership concentration, shareholders, monitoring cost, manager's payment scheme or ability to manipulate earnings. We model the interaction between a firm's manager and its shareholders, and highlight the role played by the dividend report in information revelation. Our analysis permits to identify three channels through which the dividend report affects the liquidation value of the firm and market performance: through the dividend voluntarily paid, through the profits seized by shareholders in case of intervention and through the price set by the market maker.

Folguera Bellmunt, Conxita

Obeso Abalde, Carlos

Lamolla Kristiansen, Laura

The discourses on gender and Work at Ferrofet Catalana: Why do we not learn from best practices?

25th EGOS Colloquium

European Group for Organizational Studies (EGOS) ESADE

Barcelona, 02/07/2009 - 04/07/2009

This paper addresses the main topic of the conference, creativity and innovation, since it shows, from case study research, how it is possible to contribute to organizational objectives and, at the same time, contribute to social innovation in a creative way while bringing benefits to all stakeholders.

Forte Arcos, Santiago

Implied default barrier in credit default swap premia

Alonso, F.; Forte Arcos, S.; Marqués, J.M.

XVI Foro de Finanzas

ESADE

Barcelona, 13/11/2008 - 14/11/2008

This paper applies the methodology developed by Forte (2008) to extract the implied default point in the premium on credit default swaps (CDS). As well as considering a more extensive international sample of corporations (96 US, European and Japanese companies) and a longer time interval (2001-2004), we make two significant contributions to the original methodology. First, we calibrate bankruptcy costs, allowing for the adjustment of the mean recovery rate of each sector to its historical average. Second, and drawing on the sample of default point indicators for each company-year obtained, we propose an econometric model for these indicators that excludes any reference to the credit derivatives market. With this model it is thus possible to estimate the default barrier resorting solely to the equity market. Compared with other alternatives for setting the default point in the absence of CDS (such as the optimal default point for shareholders, the default point in the Moody's-KMV model or the face value of the debt), the out-of-sample use of the econometric model significantly improves the capacity of the structural model proposed by Forte (2008) to differentiate between companies with an investment grade rating (CDS less than 150 bp) and those with a non-investment grade rating.

Franch Bullich, Josep

Cano Giner, Josep Lluís

SAP AG (A): From value to volume marketing & SAP AG (B): the DG Barcelona Hub

Franch Bullich, J.; Cano Giner, J. L.; Trezzi, M.

2008 Annual Meeting NACRA

North American Case Research Association (NACRA)

Durham, New Hampshire, EE.UU., 30/10/2008 - 01/11/2009

The case studies "SAP AG (A): From Value to Volume Marketing" and "SAP AG (B): The DG Barcelona Hub" deal with the kind of issues and challenges that SAP AG, the German company currently world leader provider of enterprise software applications, was facing in 2007 when they decided to enter the small and medium enterprise (SME) market.

In "SAP AG (A): From Value to Volume Marketing", more than 80% of Fortune Global 500 enterprises were SAP customers. Although the company had 65% of its customer base in the SME market, targeting these companies was not that easy, and the product was not totally appropriate. There were huge revenue opportunities in the SME market, as many companies were not currently enterprise software buyers. This probably implied some changes in the way SAP was approaching its customers. In "SAP AG (B): The DG Barcelona Hub", SAP decided to target the SME market with a new product, SAP Business ByDesign. To test the market, a Demand Generation (DG) Hub was established in Barcelona. 2008 was to be a critical year for the DG Hub: if objectives were met, the entire project would be rolled out globally. Some marketing decisions had to be centralized. But this was unlikely to be immediately accepted by SAP countries.

Giménez Thomsen, Cristina

Green SCM: Supplier development strategies

Giménez, C.; Large, R.; Corbett, C.

16th International Annual EurOMA Conference

Goteborg, Sweeden, 14/06/2009

Customers and other stakeholders do not always distinguish between a company and its suppliers, and for this reason, it is very important to consider supply chain members when trying to improve the firms' environmental performance. The purpose of this paper is to analyse the effectiveness (in terms of environmental performance improvement) of different approaches used to extent sustainable practices to suppliers. A survey has been conducted among Spanish purchasing managers. The results show that supplier assessment practices have not a direct impact on performance but act as enablers of the collaborative practices, which have a direct impact on performance.

Ginés Castellet, Nuria

Algunas reflexiones sobre la causa en los pactos sucesorios en el nuevo Libro IV del Codi Civil de Catalunya

XV Jornades de Dret Català

Universitat de Girona

Tossa de Mar, 25/09/2008 - 26/09/2008

Tal como se indica en su Preámbulo, la nueva regulación de la sucesión contractual que contiene el libro IV del Codi Civil de Catalunya se caracteriza por representar la elección de un camino intermedio entre el puro mantenimiento de los tradicionales heredamientos y el radical avance que pudo suponer el Proyecto anterior al que ha resultado finalmente promulgado. Aquel Proyecto y el actual Libro IV coinciden en desvincular la sucesión contractual de la institución matrimonial, pero se separan en cuanto a la extensión del campo de ac-

ción de los pactos sucesorios: mientras en aquella primera previsión no se contemplaba restricción alguna respecto a los sujetos otorgantes y, en consecuencia, se permitían los pactos sucesorios entre personas sin vinculación familiar alguna, el nuevo texto circunscribe la posibilidad de acordar una sucesión contractual al círculo familiar, en los términos que se desprenden del artículo 431-2. Asimismo y en este espíritu de mayor contención, el Libro IV ha abordado la regulación, entre las distintas modalidades de contratación sucesoria, de los denominados pactos institutivos o adquisitivos, dejando de lado los renunciativos, que no experimentan ningún cambio especialmente significativo respecto a lo previsto hasta ahora y que sí eran objeto de una contemplación específica en esta sede en el malogrado Proyecto. El legislador catalán inaugura el capítulo destinado a los pactos sucesorios con su definición legal. A diferencia de lo que ocurría con el Proyecto (criticado en este punto por la doctrina), se hace énfasis en la estructuración del pacto sucesorio como un convenio entre dos o más personas, en definitiva un acuerdo de voluntades, dirigido a organizar la sucesión por causa de muerte de cualquiera de ellas, mediante la institución de uno o más herederos y la realización de atribuciones a título particular. Por tanto, esa ordenación de la sucesión por causa de muerte se erige en la causa motriz del pacto sucesorio, entendida como la función práctico-social asumida por las partes en la celebración del negocio: al fin y al cabo, se trata de un negocio mortis causa, y eso no hay que perderlo de vista.

Heras Forcada, Miguel Ángel

Exploring innovation measurement approaches in the service sector: Insights from the hospitality industry

Heras Forcada, M. Á.; Dröge, H.

2009 Performance Measurement Association Conference

Performance Measurement Association (PAM)

Dunedin, New Zealand, 14/04/2009 - 17/04/2009

With this paper we present findings concerning the applicability of those innovation management measurement areas identified by Adams, Bessant & Phelps (2006). We conducted case study research in the hospitality industry in order to inquire how their model applies to service innovation management.

Data reveals that the majority of their proposed seven innovation management measurement areas could be considered highly important in order to make service innovation activities transparent.

However, the case study firm we observed did not engage in pre-market tests of the newly developed innovations, which was proposed as a sub-measurement area by Adams et al. (2006). Hence with our findings we support the here studied innovation management measurement framework in all but one of the proposed measurement areas. The non-existence of pre-market tests, however, may call for a slightly refined measurement approach for service innovation activities, which seems fruitful also when taking findings from others research results into consideration.

Iglesias Bedós, Oriol Singh, Jatinder Jit

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

4th International Colloquium of the AM's Brand, Corporate Identity and Reputation

Academy Marketing Science

Atlanta, USA, 12/09/2008 - 15/09/2008

Our study is an attempt to approach design management from a cultural perspective. Specifically, we assume that design orientation reflects an underlying organisational culture that distinguishes design-oriented companies from the rest and reinforces their capability to

generate competitive advantage from design management. Our aim is to disentangle the main characteristics of this culture.

A case study research approach was adopted to gain some initial insights on the cultural characteristics of the population considered in the present study.

The results of the field study identify a set of general values and product-related values shared by the design-oriented companies considered in this research. In addition, the existence of functional sub-cultures and cross-cultural differences is analysed, together with a discussion on how organisational culture and functional sub-cultures can co-exist in this specific context.

We gathered a rich set of qualitative data, the number of cases is still too small to consider replications and opportunities for theory building. We propose a structured description of design orientation from a multiple level of analysis (organisational culture and individual sub-cultures). We provide useful insights on interaction and harmonisation between these levels, leading to a better understanding of the drivers of design-oriented behaviour. Additionally, the cross-cultural setting of the study addresses the interconnectedness of cross-cultural design practices and design-oriented managerial values.

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

The role of brand experience in determining brand loyalty

1st ESADE-HEC Symposium on Transversal Topics

EsadeCreapolis – ESADE

Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

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.

Losada Marrodán, Carlos

International leaders' perspectives

15th IAIBS Annual World Forum: Taking the Lead Towards

Sustainable Development; International Association of Jesuit Business School

Jamshedpur, India, 06/06/2009 - 10/06/2009

La presentación tiene por finalidad indicar cuáles son las líneas vinculadas con la responsabilidad social en las universidades. Se presenta la actividad propia vinculada a la responsabilidad social corporativa dentro de los programas y en su visión transversal; como línea de investigación; como actividad de difusión y debate social. También se aborda la responsabilidad social corporativa universitaria aplicada directamente a la vida institucional y vida propia del centro académico en sus diferentes dimensiones (política retributiva, salarial, de tratamiento de residuos, de seguridad, ...).

Lozano Soler, Josep Maria**In search of a new form of leadership: the transformation of the tourism**

Castelló, I.; Lozano, J. M.; Barberà, D.
Ashridge International Research Conference
Ashridge Business School
Ashridge, 15/05/2009 - 17/05/2009

Transformational and transactional CSR strategies: Searching for change in the tourism industry

Castelló Molina, I.; Lozano Soler, J. M.; Barberà, D.
25th EGOS Colloquium
European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009

Despite a burgeoning social movement demanding sustainable tourism, CSR (Corporate Social Responsibility) remains fairly dormant in the Spanish tourism sector. Very few companies are even beginning to reflect on how to improve social and environmental practices at a strategic level. This article hopes to contribute to the growing discussion on CSR leadership by providing a framework for analysis of the sensemaking process in strategic CSR. Using four case studies of Spanish hotel chains which are sector leaders in terms of CSR, we contrast the different sensemaking approaches to strategic CSR of top management teams. Using leadership literature terminology, we propose to differentiate between two CSR strategies: transformational and transactional.

Transformational strategies refer to the moral based and inspiring way of taking CSR through the organisation. Transactional strategies are contingent on the organisation's ability to meet and respond to their stakeholders' reactions and changing expectations. The two approaches operate with different rational and forms of engagement with the stakeholders, legitimacy strategies and use distinct stories and symbols. Our argument is that both strategies are necessary for advancing change in the industry towards a sustainable model, since the first strategy provides innovation and inspiration for managers, while the second consolidates the CSR initiatives. The aim of this research is to contribute to the way managers and researchers alike understand the complex process of strategic CSR sensemaking, and to provide a framework for companies to reflect on how to lead change towards more sustainable practices.

Lozano Soler, Josep Maria**Integrating strategic commitment and stakeholder responsiveness in a dynamic framework of Corporate Social Responsibility change**

Castelló Molina, I.; Lozano Soler, J. M.
EABIS 7th Annual Colloquium
Cranfield University; EABIS
Cranfield, 10/09/2008 - 12/09/2008

This article proposes a conceptualization of the different postures towards Corporate Social Responsibility (CSR) adopted by business. We define a new view of CSR that combines the degree of responsiveness to social issues and the level of their strategic commitment to come up with a three model postures of strategic CSR: risk management, integrative and civic CSR. The article further develops the last stage: civic, in order to clarify and integrate various definitional strands and help companies and academics in thinking about transformational change in CSR and future challenges. The model pretends to articulate the key questions of how to develop a strategic CSR that will be useful to academics and managers alike. Combining theory and 7 business examples, the article can help managers con-

ceptualize their firms CSR evolution and systematize thinking about the way they are making sense of the integration of CSR in their strategy.

Lozano Soler, Josep Maria**Toward a new rhetoric of corporate social responsibility and the legitimacy strategies behind**

Castelló Molina, I.; Lozano Soler, J. M.
2009 Academy of Management Annual Meeting
Academy of Management
Chicago, 07/08/2009 - 11/08/2009

This paper looks into the process of searching for new forms of legitimacy of firms. Through the analysis of annual sustainability reports we acknowledge the existence of three types of rhetoric: (1) positivistic (embedded in the scientific-economic paradigm); (2) foundational (based on the fundamental constructs of the CSR theories); (3) and dialectic (which appears in a search of social legitimation). Each one of these refers to a different form of legitimacy and is based on distinct theories of the firm analyzed in this paper. The dialectic rhetoric seems to be a sign of a new understanding of the role of the firm in society that we relate to the citizenship theories. However, this new form of rhetoric is still fairly uncommon although is increasing in use. Combining theory and business examples, this paper can help managers and researchers alike in the conceptualization of how firms make sense of their role in society and what might be the forms of differentiation through their rhetoric strategies.

Mach Piera, Maria Mercè**Team Performance: Antecedents and the mediating effect of trust and conflict.**

Mach Piera, M. M.; Baruch, Y.
2009 Academy of Management Annual Meeting
Academy of Management
Chicago, 07/08/2009 - 11/08/2009

We examined the impact of group characteristics, group process functioning, and intra-team interpersonal processes (trust and conflict) on outputs (group performance) in small groups settings. Among the group characteristics were contextual factors such as country of origin and team orientation of team member composition.

We analyzed data from a sample of 73 groups of diverse 223 masters and undergraduate students to assess the group dynamic, and had separate source to evaluate their performance, in addition to self-evaluation of performance. The results suggest that trust and conflict mediate the effect of the relationship between contextual diversity variables on team performance.

Unique finding, indicating causality is the strong association with objective performance measure, which was higher compared with the self-perceived performance. We discuss theoretical and managerial implications of these findings.

Mària Serrano, Josep Francesc**Lozano Soler, Josep Maria****Responsible leaders for an inclusive globalization: Cases in Nicaragua and the DR of Congo**

Ashridge International Research Conference
Ashridge Business School
Ashridge, 15/05/2009 - 17/05/2009

The paper responds to the question about the meaning and role of ethics in effective leadership and CSR in an age of globalization (AIRC 2009, Call for Papers). The answer departs from two theo-

retical approaches: the work of translation (Boaventura de Sousa Santos) and the responsible leadership (Thomas Maak and Nicola Pless). Santos is a sociologist critical with the neo-liberal globalization hegemonic globalization. His project is the construction of an alternative called counter-hegemonic globalization. Maak and Pless, as professors of leadership and CSR, reflect on the practices of business leaders: actors placed at the heart of hegemonic globalization. But both theories are open to build stakeholder relationships between organizations from the two sides of the fence -hegemonic and counter-hegemonic globalization- in order to foster the simultaneous creation of economic and social value. In this paper, the two approaches are compared, and then they are contrasted with the cases of two economic organizations and their leaders: a federation of cooperatives in Nicaragua (headed by Sinforiano Cáceres) and a support organization for small enterprises in the DR of Congo (headed by Martin Ekwa). These cases show how in very poor countries leaders and organizations can create at the same time economic and social value if they build sustainable relationships with diverse stakeholders. The hypothesis of the paper is that the approaches of Santos and Maak-Pless compared and contrasted with the two mentioned cases can help leaders and firms to operate ethically and effectively in an age of globalization; and that this ethical and effective style of operation is sign of the emergence of a different style of globalization: what we call inclusive globalization.

Mària Serrano, Josep Francesc Lozano Soler, Josep Maria

Leadership and co-creation of change. Cases in Nicaragua and the DR Congo

EABIS 7th Annual Colloquium
Cranfield University
Cranfield, 10/09/2008 -12/09/2008

The paper describes the action of two organisations oriented to change, and the styles of their leadership. A Federation of Agrarian Co-operatives in Nicaragua and an Employer Organisation in the DR of Congo are analysed taking into account the perspective of Responsible Leadership. The hypothesis of this paper is that certain essential elements of Responsible Leadership, applied to organisations oriented to change, improve the comprehension of different kinds of organisations operating in diverse countries. In fact, nowadays leaders are involved actively or passively in processes of co-creation of change. A way to responsibly face this challenge includes the consideration of organisational and social goals in the leader's priorities; and his capacity to weave webs of inclusion through negotiations with other leaders.

Mendoza Mayordomo, Xavier

The experience of the Observatory of the Spanish Multinational Enterprise

Workshop on Russian Multinational Enterprises
St Petersburg State University
St Petersburg, 03/06/2009

The presentation was structured in four sections. Firstly, a quantitative description of the internationalization of Spanish companies over the past 20 years, with special emphasis on the rise of Spanish multinationals. Secondly, a brief description of the mission, structure and sponsors of the Observatory of the Spanish Multinational Enterprise (OEME). Thirdly, a summary of the main findings from the studies included in the Observatory's First Annual Report. And lastly, a description of the Observatory's current research projects.

Mendoza Mayordomo, Xavier

Relational strategies for bridging and promoting cross-sector collaboration

1st International Conference on Bridging Knowledge in Long term Care and Support: Crossing Boundaries between Ageing and Disability
Obra Social Caixa Catalunya
Barcelona, 05/03/2009 - 07/03/2009

There is a growing consensus that the response to complex and difficult social problems "being the convergence of ageing and disability one of them?" requires public agencies to be prepared to work in partnership with other public, civil society and business organisations. However, initiatives aimed at promoting health and social care providers working in partnership have had limited success so far. The paper draws on empirical research studies in the fields of organization theory and public governance. At a macro level, it refers to the changing role of governments in advanced democracies and the emergence of the relational state as a response to the crisis of the welfare state. At a micro level, it discusses the different modes of non-hierarchical coordination between organisations (or horizontal coordination) as well as the different types of partnerships, their governance forms (market, hierarchy or network) and their organisational and institutional implications (e.g. organisational values, resources and capabilities needed, legal framework and incentives for collaboration). There is not such a thing as one best way to achieve effective collaboration instead decision-makers have a range of alternative collaboration arrangements. Hence the importance of making the right choices and designing context-specific networks and relational strategies.

Mendoza Mayordomo, Francisco Javier Vernis Domènech, Alfred Ignasi

Una aproximación a la conceptualización del nuevo rol del Estado: el Estado relacional

13º Congreso del CLAD sobre la Reforma del Estado y de la Administración Pública
Centro Latinoamericano de Administración para el Desarrollo
Buenos Aires, 04/11/2008 - 07/11/2008

Durante las últimas tres décadas se ha venido hablando de la crisis del Estado de bienestar. Un modelo de Estado que nació a principios del siglo pasado y tuvo su auge en los países occidentales en los años 60 y 70. Desde entonces los retos de los Estados contemporáneos han variado muchísimo, debido a la nueva realidad económica internacional que supone la globalización, el crecimiento de las demandas ciudadanas, las dificultades que imponen las migraciones de la población, la crisis fiscal, etc.

Los autores prefieren no hablar de crisis del Estado de bienestar; consideran que lo que ha ocurrido es que éste ha evolucionado hacia un nuevo modelo. El problema es que no se ha construido una teoría que soporte el nuevo modelo que se ha configurado, así como la tienen el Estado liberal y el Estado del bienestar.

En la primera parte del documento, después de una breve introducción, se explica por qué la elección del nombre ante varias alternativas propuestas por otros investigadores. La elección del nombre no es un asunto menor. A continuación, se aborda cómo ha ido evolucionando el Estado del bienestar hasta conformarse el Estado relacional. En la tercera parte se presentan las características principales del mismo. Finalmente, se exponen los retos que supone adoptar un modelo de Estado relacional.

Montaña Matosas, Jordi**A brand design management model integrating corporate culture and market orientation**

25th EGOS Colloquium

European Group for Organizational Studies (EGOS) ESADE

Barcelona, 02/07/2009 - 04/07/2009

As brands have become one of firms most valuable assets, the search for new ways to build brands that achieve a differentiated status in the minds of customers has become of central importance for companies. If design is guided by the brand, besides being an unequivocal source of differentiation, it can serve as the cohesive factor for all elements that configure a brand experience. A brand design management model, which the corporate culture and the market orientation, is presented. 37 owners and/or top managers of 28 Spanish companies acclaimed for their design were interviewed in order to build the model. The resulting model integrates the innovation process with different kinds of design, which results in the creation of consistent brand experiences.

Montaña Matosas, Jordi**Casos empresariales de éxito en el sector del mueble**

8th International Marketing Trends Congress

Paris, 15/01/2009 - 17/01/2009

Investigación sobre el papel del diseño y de su gestión en diez empresas seleccionadas en el sector del mueble en España. Destaca la importancia de la orientación al mercado de las empresas con un alto nivel de diseño.

Montaña Matosas, Jordi**A cross country case Study of organisational culture in design oriented companies**

AMS Cultural Perspectives in Marketing Conference 2008

New Orleans, 01/09/2008

Case analysis of companies design oriented and design strategy based.

Montaña Matosas, Jordi**Empresas/emprendedores: Buenas prácticas en la gestión del diseño y la innovación como herramientas estratégicas para el desarrollo de nuevos productos y servicios competitivos y centrados en el usuario**Montaña, J.; Tijeras, V. ; Agulló, D.; Lozano, F.; Sobrini, M^a J.;Serra, J. M^a

Design Innovation Forum: I Forum Internacional

de Diseño para la Innovación

España. Ministerio de Ciencia e Innovación; Sociedad Estatal para el Desarrollo del Diseño y la Innovación; Asociación para el Progreso de la Dirección (APD)

Madrid, 08/06/2009

Discusión de buenas prácticas en la gestión del diseño y la innovación como herramientas estratégicas para el desarrollo de nuevos productos y servicios competitivos y centrados en el usuario. Casos: Cosentino, Giugiaro Design, e-cultura, CISCO España y Santa & Cole.

Montaña Matosas, Jordi**Persuasive design: why product design may appeal to customers**

3rd International Conference on Rethoric and Narratives in Management Research

ESADE; ESADE. GRACO Research Group; EDAMBA; EUDOKMA; EIASM

Barcelona, 12/03/2009 - 14/03/2009

Recent studies have pointed at branding as an important source of sustainable competitive advantages. The reason given concerns the emotional attachment to the symbols and name of the brand. However a study conducted by Kristensen et al. find that when comparing product and logo design and company performance a stronger and positive link is found between product and company performance rather than logo and company performance. The paper is an attempt to explore why product design can be more important than the symbol of communication design.

Montaña Matosas, Jordi**Iglesias Bedós, Oriol****Designer as a midwife**

Ilipinar, G.; Montaña Matosas, J.; Iglesias Bedós, O.

3rd International Conference on Rethoric and Narratives in Management Research

ESADE; ESADE. GRACO Research Group; EDAMBA; EUDOKMA; EIASM

Barcelona, 12/03/2009 - 14/03/2009

Mayeutics or 'mental midwifery', can be seen as the art of helping the others to help themselves and from the point of view of design management design can help consumers to express motivations or satisfy needs that they don't know how to satisfy or express. Midwife metaphor can be used to illustrate the work of a designer and how to understand the latent needs of the consumers.

Obeso Abalde, Carlos**Age management:****Demographic evolution. The Spanish case**

14th European Congress of Work and Organisational Psychology

Consejo General de Colegios Oficiales de Psicólogos (COP)

Santiago de Compostela, 13/05/2009 - 16/05/2009

Las proyecciones demográficas plantean, si nada cambia, una disminución paulatina pero importante de la población activa en España. Alargar la edad de presencia en la población activa puede ayudar a solucionar el parte el problema.

Parada Balderrama, María José Viladas Ollé, Helena

Narratives: A powerful device for sense-making in the transmission of values and entrepreneurial behavior throughout generations in family businesses

3rd International Conference on Rethoric and Narratives in Management Research

ESADE; ESADE. GRACO Research Group; EDAMBA; EUDOKMA; EIASM

Barcelona, 12/03/2009 - 14/03/2009

Stories and Storytelling techniques have been identified as useful tools for making sense of acts and activities. They also represent an effective way for transmitting knowledge within organizations (Klein, 1998). Narratives have become gradually more visible in the social sciences (Rohdes and Brown, 2005) and have also developed into a relevant approach in management studies in areas like organization (e.g. Boje, 1995; Boyce, 1995; Czarniawska, 1998), consumer behavior (e.g. Stem et al., 1998; Woodruffe-Burton, 2001) or management learning (Davies, 1992). Although narratives has been acknowledged as such a powerful device for transmitting knowledge and values in organizations (Boje, 1995) and some studies in the entrepreneurship field have started using narratives and life stories as a research approach (e.g. Pitt, 1998; Hjorth and Steyaert, 2004; Johansson, 2004), they are still relatively under-utilized in entrepreneurship and in family business research (Hamilton, 2006). The aim of this paper is to explore the role of narratives as a powerful device for sensemaking and meaning creation in the transmission of values and entrepreneurial behavior in family businesses. This paper uses an interpretive empirical research based on lived experiences (Burrell & Morgan, 1979; Schwandt, 2000). It relies on narratives as a way of knowing and as a form of communication. For exploring these dimensions, three Spanish family businesses have been thoroughly studied in 22 in-depth interviews. Family members in fifth, fourth, third, second and first generations were interviewed, delving a singular story of each one of the interviewees. These stories were analyzed and interpreted. The interpretation made reflects aspects of the founding of a family business across generations. Both, the values transmitted and the entrepreneurial behavior embedded are exposed.

This paper aims to contribute to the understanding of how values and entrepreneurial behavior are transmitted successfully throughout generations via stories and narratives that enlighten and inspire coming generations. Furthermore, it intends to highlight the importance of narratives as a device for transmitting essentials throughout generations.

Ramis Pujol, Juan

Absorptive capacity within new service development projects: A process study

Dröge, H.; Ramis Pujol, J.; Hildebrand D.

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009

Absorptive capacity (ACAP) has emerged as an important topic in innovation management and organizational learning research. Yet, though different conceptualizations have been proposed in recent literature, no consensus about the phases and nature of the absorption process itself has been found. This may be due to the mostly conceptual nature of current ACAP process studies and the general lack of process studies in this field. After a review of existing process conceptualizations, we turn to the findings of two cases studies in the European retail bank sector in which ongoing innovation projects were followed. Firstly, we find five distinct process phases. In these, both

the internal knowledge base and the externally sourced information needed to be transformed in order to be able to apply this knowledge. This finding adds a dual focus to the mostly either/or conceptualizations of the transformation of information in present ACAP literature. Secondly, we identify that the absorption phases unfolded in parallel instead of often conceptualized consecutive, step-wise modelling. This parallel nature facilitated considerably overall quality of knowledge acquisition and application due to concurrent feedback loops between the single ACAP stages. Thirdly, by studying the absorption activities of firms in the service sector, we extend current literature by departing from the mostly technological and R&D focused contexts of present research on absorptive capacity.

Rodón Mòdol, Joan

Interorganizational information systems in health care: From systems to infrastructures

22nd Bled eConference

Univerze v Mariboru

Bled, Slovenia, 14/06/2009 - 17/06/2009

Traditionally, interorganizational information systems (IOIS) have been regarded as systems with defined boundaries and purpose. However, IS literature increasingly takes an interest in the notion of infrastructures, specifically information infrastructures, which are often shared by multiple, diverse stakeholders. Their development is typically the result of collective action and politics rather than clear cut strategic rationales. Infrastructures can be seen as platforms which enable and facilitate multiple forms of usage. This paper reports on a panel held at the Bled 2009 eConference. The panelists elaborated on three questions using? Different theoretical lenses while referring to their own case examples from the health care sector: What are the implications of the infrastructure perspective? How can we explain change perspectives from an interorganizational system to an interorganizational infrastructure? What does an infrastructure perspective contribute to explaining industry transformation?

Rodón Mòdol, Joan

Sesé Muniategui, Feliciano

Towards a Framework for the Transferability of Results in IS Qualitative Research

JAIS Theory Development Workshop, International Conference on Information Systems

Association for Information Systems (AIS)

Paris, 13/12/2008

Despite the diverse calls for transferability in IS research, most IS qualitative research studies still pay little attention to the possible applicability of their results in other social contexts (settings). We argue that one way to enhance transferability is to characterize the deep features of the research setting. The two main premises of this paper are that although in IS qualitative research knowledge about results is context-bound, (1) the settings in which IS phenomena occur may have common features and characteristics, and therefore, the settings may be commensurable, and (2) the transferability of research results from one setting to another depends on the fit between those common features and characteristics of the settings. In this article, we draw on the constituents of structure proposed by Giddens to suggest these common features and develop a framework of four pure 'structural configurations'. We consider this framework may be a first approximation to typifying the setting in which IS phenomena occur, and therefore, a way to enhance the transferability of IS qualitative research by delineating the applicability of its results.

**Rodón Mòdol, Joan
Sesé Muniategui, Feliciano**

**Tackling the problem of transferability
in IS qualitative research**

International Conference on Information Systems
Association for Information Systems (AIS)
Paris, 14/12/2008 - 17/12/2008

Despite the diverse calls for transferability in IS research, most IS qualitative research studies still pay little attention to the possible applicability of their results in other social contexts (settings). We argue that one way to enhance transferability is to characterize the deep features of the research setting. The two main premises of this paper are that although in IS qualitative research knowledge about results is context-bound, (1) the settings in which IS phenomena occur may have common features and characteristics, and therefore, the settings may be commensurable, and (2) the transferability of research results from one setting to another depends on the fit between those common features and characteristics of the settings. In this article, we draw on the constituents of structure proposed by Giddens to suggest these common features and develop a framework of four pure 'structural configurations'. We consider this framework may be a first approximation to typifying the setting in which IS phenomena occur, and therefore, a way to enhance the transferability of IS qualitative research by delineating the applicability of its results.

Romero Velasco, Margarida

Effects of a context awareness tool in the evolution of group awareness during a long-term project activity in a virtual campus

EARLI 2009. JURE "Junior Researchers of EARLI" Pre-Conference
European Association for Research on Learning and Instruction;
Vrije Universiteit Amsterdam
Amsterdam, 23/08/2009 - 25/08/2009

In distance learning, almost all contextual information is lost, causing difficulties in communication (Rosenberg and Sillince, 2000), participation (Guzdial, 1997), time coordination (Lakkala et al, 2001) and time tracking (Dillenbourg, 2002), among other difficulties. Within this context, the perception, understanding and anticipation of other members' actions and resources (group awareness) become more difficult to develop.

In this study, our first hypothesis relates to the development of group awareness during the collaborative activity. We suppose that interpersonal perception, or group awareness, will grow as the consequence of collaboration time spent working in the Computer Supported Collaborative Learning (CSCL) activity. The second hypothesis suggests an increase of group awareness due to the introduction of a context awareness tool in the Computer Learning Environment (CLE); based on the assumption that group awareness could be improved by enhancing the reflexive properties of the CLE.

In order to test these hypotheses, we conducted an experimental study introducing a context-awareness tool (Time Awareness Tool) in order to evaluate its impact on group time awareness scores. The students were enrolled in the introductory course for the incoming learners of the Limoges University Virtual Campus. During this course the students worked in separate groups on a project activity. Half of the groups used the context-awareness tool to visualize their team-mates learning times. This tool, named Time Awareness Tool, has been designed to enhance the perception of interpersonal learning times (group time awareness), which measures the accuracy of students' perception of their team-mates' learning times.

The results obtained allow us to retain our first hypothesis on group awareness improvement due to the time the students spent together from the start of the collaborative activity ($F(1, 70) = 6,243$, $MSE = .009$, $p = .015$, $a = .05$). The results also allow us to consider a slight positive effect of the contextual-awareness tool on the group awareness score ($F(1, 70) = 3,512$, $p = .065$).

Romero Velasco, Margarida

Predictors and outcomes of adult e-learners' temporal engagement in a distance learning community

EARLI 2009
European Association for Research on Learning and Instruction;
Vrije Universiteit Amsterdam
Amsterdam, 25/08/2009 - 29/08/2009

Virtual campus students engaged in Computer Supported Collaborative Learning (CSCL) activities could learn collaboratively within different times and spaces. However, time flexibility doesn't guarantee students' learning time availability and engagement, especially in adult e-learners, who have complex temporal patterns (Valax, 1999; Hill & Begole, 2003) due to work and family life and other engagements.

In this context, our study aims to identify the predictors and outcomes of adult e-learners' temporal engagement in a distance learning project oriented activity, with special attention to the impact of learning time engagement on learning performance.

Romero Velasco, Margarida

Time management strategic episodes (TMSE), an online assessment approach to metacognition in collaborative context

EARLI 2009
European Association for Research on Learning and Instruction;
Vrije Universiteit Amsterdam
Amsterdam, 25/08/2009 - 29/08/2009

We aim to analyze metacognition in a long-term project activity. However, metacognition has been mostly analyzed and assessed in individual learning contexts within short-time tasks. More recent studies have starting considering metacognition in collaborative settings or as social product (Goos et al., 2002; Vauras et al., 2003) and even, as a socially shared product (Hurme, Palonen et Järvelä, 2006). The methodology we propose for long term metacognition assessment is based on the two first levels of the Stahl (2005) model, considering the individual level and the team level. We propose to study the two first levels through the Time Management Strategic Episodes (TMSE) as an interaction sequence including six phases: (1) the context or problem identification, (2) the action proposals, (3) the proposals evaluations and (4) the decision making phase. Modeling metacognition through the TMSE phases could contribute to (1) easily identify the qualitative contribution of each student beyond their quantitative participation, and (2) help to characterize the nature of the metacognitive collaborative decision making process.

Ruiz Vegas, Francisco Javier
Agell Jané, Núria

SVM-based learning method for improving colour adjustment in automotive basecoat manufacturing

Ruiz Vegas, F. J.; Agell Jané, N.; Angulo Bahón, C.
 European Symposium on Artificial Neural Networks
 Université catholique de Louvain
 Bruges, 22/04/2009 - 24/04/2009

A new iterative method based on Support Vector Machines to perform automated colour adjustment processing in the automotive industry is proposed in this paper. The iterative methodology relies on a SVM trained with patterns provided by expert colourists and an actions generator module. The SVM algorithm enables selecting the most adequate action in each step of an iterated feed-forward loop until the final state satisfies colorimetric bounding conditions. Both encouraging results obtained and the significant reduction of non-conformance costs, justify further industrial efforts to develop an automated software tool in this and similar industrial processes.

Sánchez Torres, Esther
L'aplicació judicial de la Llei d'Igualtat

Jornades del Tribunal Laboral de Catalunya
 Tribunal Laboral de Catalunya
 Castelldefels, 19/03/2009 - 20/03/2009

Análisis del desarrollo jurisprudencial de la Ley Orgánica 3/2007 y de las cuestiones más polémicas que ésta plantea en la actualidad. La ponencia pretendía no sólo ser una aproximación descriptiva a los pronunciamientos más relevantes sobre la materia, sino también una aportación a determinadas soluciones a implantar en las empresas, al objeto de modular algunos de los derechos reconocidos en la Ley y/o a evitar litigiosidad.

Saz-Carranza, Ángel

The nonprofit-public engagement: How immigrant nonprofit coalitions manage cooperation and confrontation with the public sector

EGPA Conference 2008
 European Group for Public Administration (EGPA)
 Rotterdam, 03/09/2008 - 06/09/2008

International Research Symposium in Public Management
 Copenhagen Business School; International Research Society for Public Management (IRSPM)
 Copenhagen, 05/04/2009 - 08/04/2009

Tit-for-tat in action: How immigrant nonprofit coalitions manage cooperation and confrontation with the public sector

2009 Academy of Management Annual Meeting
 Academy of Management
 Chicago, 07/08/2009 - 11/08/2009

This empirical qualitative study of four nonprofit interorganizational coalitions promoting immigrant rights in the U.S. focuses on how interorganizational nonprofit advocacy coalitions engage in their interorganizational domain with powerful state actors to further their mission of promoting immigrant rights. We explore how they effectively promote their mission by strategizing choosing issues, choosing engagement modes, and analyzing the domain. We find a particular central objective of strategizing is to affect state actors by successfully managing the inherent paradoxical tension of cooperation/confrontation. The coalitions are also found to build their power, which they use to further strategize or mobilize. This research explores how suc-

cessful advocacy nonprofit coalitions manage their engagement with the public sector, and provides reflexive practitioners both public and private with some guiding concepts.

Saz-Carranza, Ángel
Ysa Figueras, Tamyko

Bureaucrats vs. sharks: Managing sector differences in public-private joint ventures

Saz-Carranza, Á.; Ysa Figueras, T.; Esteve Laporta, M.
 1st ESADE-HEC Symposium on Transversal Topics
 EsadeCreapolis – ESADE
 Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

25th EGOS Colloquium
 European Group for Organizational Studies (EGOS); ESADE
 Barcelona, 02/07/2009 - 04/07/2009

This article delivers preliminary responses to the research questions: How do sector differences generate conflict in public-private joint ventures? And how do public-private joint venture managers deal with these conflicts? The increase in public-private cooperation in democracies worldwide (OECD 2005), the difficulty of cooperating across boundaries (Huxham & Vangen 2000), the importance of management in determining success in inter-organizational cooperation (Dyer et al. 2007), and the insufficient attention scholars have given to this subject (Provan, Fish, and Sydow 2007), all underscore the relevance of our research questions.

Neither that difficulty of cross-sector cooperation is due to diversity (Huxham and Beech 2003) nor that public and private sectors differ (Rainey and Bozeman 2000) are novel. Yet, to our knowledge, few studies have addressed in depth the precise effects of the public-private differences on cross-sector cooperation and their subsequent management. We focus precisely on how participants of joint ventures manage the challenges caused by differences between sectors.

To explore our research questions we use a rich, in-depth qualitative study because of the complex, dynamic nature of public-private cooperation (Agranoff & Radin 1991; Marshall & Rossman 1995). The research process consisted of an interview study (Rubin & Rubin 2005), using one case: an economic development private company PTB set up by city councils, a savings bank, and a small group of leading local entrepreneurs in Barcelona, Spain. We coded the transcribed interviews, which ultimately lead to our narrated findings.

In answering our first question, we find that the differences between sectors that cause conflict in the joint venture are: economic vs. political rationales; faster vs. slower paces and short-term vs. long-term timeframes; the uniformity of business organizations vs. the multidimensionality of public organizations; and the negative stereotyping of each other. In successfully overcoming these differences, we find that joint venture managers execute three practices: communicating with stakeholders, involving the social context, and facilitating interaction. We discuss these findings with respect to the existing literature on public-private differences (Nutt 2006; Rainey & Bozeman 2000) and collaborative management (Agranoff 2007; Huxham 2003). And, following Bardach's (2004) extrapolation strategy, we also uncover the two social mechanisms, which drive the three identified practices: building trust, shared meaning-making, attending the socio-political context, and bridging diversity. We conclude by specifying the cases context and discussing the findings limitations and extrapolation potential.

**Serlavós Serra, Ricard
Batista-Foguet, Joan Manuel
Boyatzis, Richard**

Different ways to approach a management development course: The Esade Business School experience

Serlavós Serra, R.; Batista-Foguet, J. M.; Sipahi Dantas, A.; Boyatzis, R.
ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw
Warsaw, 30/06/2009 - 03/07/2009

Individual differences in the way people approach a management development program are still a blackbox although they have a significant influence in the learning process and the outcomes. The use of a web platform not only facilitates a customised approach to the learning process but a good opportunity to explore within the black-box. This study presents the experience of Esade Business School in running a leadership development course offered in a whole range of MBA and Executive Education Programs.

The course is supported by a web designed to easy participant's self management of a process that invites them to reflect on their visions and current capabilities and to elaborate a learning plan. The process is inspired in the WSOM experience and includes a wide range of exercises created by Richard Boyatzis.

The study is based on the data collected through the web in the period 2006–2008, which gathered information on more than 2000 individuals from 50 different MBA and Exec. Edu. Programs. This data include vision statements, declared values and operant philosophies, competencies profiles measured with the Emotional and Social Competencies Inventory (ESCI), learning styles, and learning goals.

A main conclusion is that although there are many ways to navigate through the process there is a great coincidence in the consideration of self awareness's raise as the most important outcome. And yet self awareness is the most difficult competency to measure. Other findings are related to the comparisons between individuals and groups from a wide range of backgrounds, nationalities, and industries, and the difficulties when conducting an outcome research project.

Some practical implications can be derived to improve the design and evaluation of management development courses.

Svejenova Nedeva, Silviya

Authenti-cities: Symbolic processes of cultural meaning and community making through architecture

Jones, C.; Svejenova Nedeva, S.
Davis Conference on Qualitative Research 2009
University of California, Davis Graduate School of Management
Davis, CA, 27/03/2009 - 29/03/2009

Building on Simmel's idea that space shapes sociability, we explore how sense of community is created through architecture. By examining the work of architects who encode history and culture into architecture and critics who decode their artifacts, we reveal symbolic processes of cultural meaning and community making in Barcelona and Boston from the 1980s to 2006. The two cities exhibit dissimilar perceptions of who comprises them, distinct identities reflected in their architectural styles, and similar mechanisms for creating proximity while differing in the mobility mechanisms, which they employ. These comparisons reveal the symbolic processes involved in communities as institutional venues.

**Svejenova Nedeva, Silviya
Vives de Prada, Luis
Álvarez Álvarez, José Luis**

At the intersection of autonomy and communion: Defining the shared career

2009 Academy of Management Annual Meeting
Academy of Management
Chicago, 07/08/2009 - 11/08/2009

This paper is an invitation to rethink traditional ideas of careers as individual undertakings and open them up to plural career trajectories. It defines an increasingly relevant yet understudied career type the shared career as the coordinated task collaboration in the working lives of two or more professionals in which their careers evolve jointly.

**Svejenova Nedeva, Silviya
Planellas Arán, Marcel
Vives de Prada, Luís**

A business model for creative freedom: Insights from the case of Ferran Adrià

Long Range Planning Conference - Social Issue on Business Models
City University London
London, 15/12/2008 - 17/12/2008

How do entrepreneurs establish and sustain successful business models that help them realize their passion? This article advances understanding of business model dynamics in talent-based, creativity-driven ventures, triggered by a quest for creative freedom. It traces how critical elements of a renowned Spanish chef's business model are conceived and change in nature and organization over a twenty-five-year period, from 1983 until present. Our study reveals four stages: (1) discovering a passion and learning the profession; (2) achieving a distinctive competence and reputation; (3) earning revenues by leveraging competence and reputation, and (4) reaching out to other fields and society.

**Svejenova Nedeva, Silviya
Planellas Arán, Marcel
Vives de Prada, Luís**

Business model in motion: Ferran Adrià's journey to the avant-garde

2009 Academy of Management Annual Meeting
Academy of Management
Chicago, 07/08/2009 - 11/08/2009

How do business models evolve? Recent studies have acknowledged the importance of business models in relation to strategy and innovation, examined their particularities in contexts, such as internet and the base of the pyramid, and put forward definitions and typologies. However, why and how business models evolve over time remains under-explored. Drawing on detailed observations, extensive interviews and a wealth of video and written sources, this study traces the business model evolution of renowned Spanish chef Ferran Adrià over a 25 year period.

It reveals a multi-level cycle of business model evolution, set in motion by entrepreneurial creativity, alertness to opportunities and intent. These get realised through changes in activities, resources, and organizing (spatial and temporal coupling and decoupling of elements), which in turn allow for the creation, slippage, and capturing of value. The latter may trigger further transformation in activities, resources, and organizing as well as a modification of intent, thus initiating a new cycle of business model transformation. The study adds to the literature on business models by providing a dynamic, multi-level view that brings together insights from Entrepreneurship,

Strategy, and Organization Theory. Further, it extends the notions of business model, drive, value creation and value capture to the context of talent-driven ventures.

**Svejenova Nedeva, Silviya
Planellas Arán, Marcel**

Creativity in a box: Mechanisms for translating creative passion into cultural products

Slavich, B.; Svejenova Nedeva, S.; Planellas Arán, M.
25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009

This paper seeks to advance further a relational view of creativity by identifying the mechanisms that allow disciplining a creative passion and translating it into cultural products for the market. The paper advances a multi-level theoretical framework. In particular, we discuss two groups of mechanisms: (1) creativity-igniting roles that energize a creative endeavour, and (2) creativity-enhancing relationships that link individual creators with creative firms.

**Svejenova Nedeva, Silviya
Vives, Luis**

Profits for passion-maximizing: Business models and value creation in creativity-driven ventures

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009

This is an opening address to the participants in the EGOS 2009 Pre-Colloquium activities. It unravels an understudied logic for a business model development and change, that of passion maximization, and juxtaposes it to a traditional profit-maximizing logic. Opportunities for passion-maximizing value creation are discussed in the context of creative industries.

Svejenova Nedeva, Silviya

Rebels with a cause: A “smorgasboard” on crafting and drafting new ideas

Svejenova Nedeva, S.; Jones, C.; Shamsie, J.

Organization Science Winter Conference XV Research on
Organizational Capabilities that Inform Adaptation and Performance:
Opening the Black Box

Institute for Operations Research and the Management Sciences
Steamboat Springs, Colorado, 05/02/2009 - 08/02/2009

Why and how novel ideas are collectively conceived, contested, and shaped? How do new organizational practices and capabilities get labelled, theorized, and diffused across diverse audiences and domains? This panel zeroes in on the cultural and institutional work of rebel individuals and organizations in going against the grain to introduce new ideas, practices and solutions into a field. The panel examines insights from cultural industries and the toolkits that rebels use to generate, frame, and launch their novel practices and ideas to shape their field.

**Trullén Fernández, Jordi
Rodón Mòdol, Joan**

Exploring institutional pressures as sources of identity tensions in the design of a degree

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009

In spite of the many potential linkages that exist between identity and institutional theory there have been few empirical examinations of those. In particular, research on organizational identity has for the most part not paid attention to the role of institutions in the activation of identity conflicts. In this paper we investigate how institutions influenced identity conflicts that arose in the design of a new curriculum in a school of librarians. We show that faculty disagreements during the curriculum design in terms of its content and coordination are better understood as identity conflicts. Identity conflicts result from two contradictory visions of the school. One that is more professional and nostalgic of the independence the School cherished in the past, and another that is more academic and acknowledging of the ties the School maintains with the University. We further show that such identity conflicts are activated by the way in which the institutional context of the school has shifted in recent years.

**Trullén Fernández, Jordi
Rodón Mòdol, Joan**

To be or not to be (a librarian): Institutional logic contradictions in the implementation of the European Higher Education Area

AIM Capacity-Building Workshop: Action, Practices and Institutions
Aston Business School
Birmingham, 22/10/2008

This paper presents a research-in-progress that aims to explore the contradictions and conflicts that result from the implementation of the European Higher Education Area (EHEA) in one school at a Spanish university. This school is relatively small with only about 40 full time faculty members. The implementation of the EHEA involves changes in existing school practices such as the distribution of teaching loads and decisions over teaching methodologies, or the assessment of program quality, as well as the introduction of new ones such as the design of a new academic degree in substitution of the BA program.

**Valls Giménez, José Francisco
Sierra Olivera, Vicenta**

How non low-cost companies react to the low-cost

8th International Congress Marketing Trends
ESCP-EAP

Paris, 16/01/2009 - 17/01/2009

The low cost strategy has been part of the European scene for ten years. It began when a number of low-cost companies used the liberalisation of air traffic in Europe to enter the market. The strategy then spread to other tourism-based enterprises like hospitality and vehicle hire. Joining forces with the existing price discrimination movements, mainly in the commercial distribution and food sectors, less than ten years later the low cost strategy phenomenon now spans almost all sectors of the economy.

The birth of low cost has led traditional companies to fight back. This study analyses the attitude of a sample of 200 non-low cost companies involved in air transport, hospitality, food, banking, domestic appliances and fashion to competition from the emerging low cost firms. These are the first results of the main study which looks at the non-low-cost companies' reaction to the emergence of the low-cost phe-

nomenon. The final objective of the study lies in non-low-cost companies adopting low-cost companies' success strategies.

Results show that in spite of the success of the low-cost phenomenon, traditional companies in general are highly resistant to changing the traditional price concept, although they are emulating the low-costs in some of their competitive strategies. This research tracks these differences by sector and company size.

Wareham, Jonathan D.

Innovation: A question of Fit – The Living Labs approach

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

1st ESADE-HEC Symposium on Transversal Topics

EsadeCreapolis – ESADE

Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

In recent years Living Labs have managed to draw a significant amount of attention to both their methodologies and organizations. Because of that, a significant amount of effort has been diverted to its understanding. However, very little in assessing its contribution and 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 that, assess their merits and appropriateness together with policy implications.

Wareham, Jonathan D.

Open Innovation Intermediaries: Towards a Typology and Theory of Intermediaries The case of the European Living Labs

López Vega, H. N.; Wareham, J. D.

1st ESADE-HEC Symposium on Transversal Topics

ESADE Creapolis - ESADE

Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE

Barcelona, 02/07/2009 - 04/07/2009

This research contributes to knowledge of open innovation intermediaries in two phases. First, we complete a thorough review of the literature on innovation intermediaries and synthesize a typology of intermediaries based upon the structural configurations, strategic configurations as well as adoption to contingency factors. Our literature review results in 4 intermediary archetypes: a) bridge/architect, b) door/merchant, c) anchor/host, and d) pump/engineer. We thereafter apply our typology to analyze a new breed of innovation intermediary, the Living Lab. Data cultivated from select members of the European Network of Living Labs reveal that this type of intermediary has characteristics that are previously unaddressed in the literature on innovation intermediaries. Specifically, Living Labs transform user signals or market demands to cutting-edge products. Apparently, this form of intermediary is able to leverage between depth of knowledge, in specific fields, and breadth of knowledge connecting different knowledge broker spaces. Consequently, a fifth archetype of innovation intermediary is inferred, the transformer/entrepreneur. Our analysis contributes to the discourse of innovation intermediaries via: a) a thorough synthesis of the innovation intermediary literature, and b) extension by the analysis of a new form of Open innovation intermediary previously unidentified in the literature.

Wareham, Jonathan D.

Cano Giner, Josep Lluís

The Microsoft bazaar: Value appropriation in hybrid technology ecosystems

Fox, P.; Wareham, J. D.; Cano Giner, J.L.

International Conference on Information Systems, ICIS 2008

Association for Information Systems (AIS)

Paris, France, 14/12/2008 - 17/12/2008

This paper uses an inductive process to formulate a model of value appropriation in hybrid technology ecosystems characterized by tension between creative activities fostered on the periphery and control processes orchestrated by the core. Our data come from an extensive study of the Microsoft Dynamics business software ecosystem consisting of Microsoft at the core and a system of independent implementation partners and solution developers on the periphery. Innovation on the periphery is fostered through: a) incentives to create, and b) infrastructure to create; where control is facilitated through: c) incentives to control, and d) infrastructure to control. Control processes must impart value to the creative process to be sustainable. The research is novel in that it describes the mechanisms of value appropriation in hybrid ecosystems previously under-served in the literature of open source, open innovation, toolkits and technology ecosystems.

WORKING PAPERS

Dumitrescu, Gabriela Ariadna**Corporate governance and market liquidity**

New York: Social Science Research Network, 03/2009

Social Science Research Network (SSRN). Research Paper Series, no. 1356204

44 p.

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. Our analysis permits to identify three channels through which the dividend report affect the liquidation value of the firm and market performance: through the dividend voluntarily paid, through the profits seized by shareholders in case of intervention and through the price set by the market maker. We find thus that corporate governance affects market liquidity (lower control power, higher bonus share and higher monitoring cost lead to higher market liquidity).

Forte Arcos, Santiago**Capital structure: Optimal leverage and maturity choice in a dynamic model**

New York: Social Science Research Network, 06/2009

Social Science Research Network (SSRN). Research Paper Series, no. 722981

33 p.

We introduce a model in which risk-free interest rate, firm risk, bankruptcy costs, issuance costs, tax benefits on debt, and earnings ratio, determine the optimal choice of leverage and maturity. The model assumes that debt pays a regular flow of interests, allows the firm to rebalance its optimal capital structure at maturity issuing new debt at par, links tax deductions to the presence of taxable income, and considers default to be an endogenous and time-dependent decision. Simulation results are also provided, with standard leverage ratios, debt maturities, and credit spreads being replicated for reasonable parameter.

Svejenova Nedeva, Silviya**Much ado about nothing? Untangling the impact of European premier film festivals**

Mezias, S.; Strandgaard Pedersen, J.; Svejenova Nedeva, S.; Mazza, C. Copenhagen: Copenhagen Business School, 10/2008

Creative Encounters Working Paper, no. 14

31p.

This study seeks to untangle the impact of film festivals on the conception and action of industry actors. This study puts forward the argument that film festivals, seen as instances of tournament rituals and field configuring events, play a role in bridging art and commerce. It examines three instances of a particular tournament ritual, that of the three leading European premier film festivals, namely the Cannes Film Festival, the Berlin Film Festival, and the Venice International Film Festival, to untangle their role as mediators between art and commerce and their impact on the artistic classification system of the cinema field. For the purpose, it uses admissions data from 36 European countries for the period of 1996 to 2005. It examines the impact of festival participation and awards on admissions, and further artistic recognition at award ceremonies in the US. Based on the results of our study we argue that, similarly to the classification of art forms, there is a status ordering of tournament rituals (i.e. film festivals) with regard to their ability to act as a nexus of dichotomous categories for a particular cultural form (i.e. art and commerce in the case of film).

CASES

Arenas Vives, Daniel
Vernis Domènech, Alfred Ignasi

FUTUR: Working towards social inclusion

Harvard Business School. Boston, 06/2009

17 p.

FUTUR is a small nonprofit organization founded in Barcelona in 1996. Its aim is to create social and labor opportunities for potentially excluded individuals such as ex-convicts, single mothers with no income, battered women, the homeless, people over 45 years old affected by long-term unemployment, drug and alcohol addicts, and immigrants mostly from Latin America and Northern Africa with problems adapting to life in Barcelona.

The types of jobs FUTUR has provided these individuals has changed over time. The organization started operating in the textile sector and later shifted its focus entirely to food services. It has also been committed to fair-trade and environmentally-friendly products. FUTUR opened several restaurants and later expanded into catering services and, more recently, to school cafeterias, the latter becoming a very successful venture. They were also ready to launch a new business to supplement these initiatives. It was based on selling organic, fair-trade products on the streets with salespeople riding specially adapted bicycles. However, the organization needed to find new facilities equipped with an industrial kitchen as it had to move from the building it was currently renting for a nominal price. With so many initiatives underway, Manuel Almirall pondered the pros and cons of diversification for an organization like FUTUR and whether it should concentrate on a single venture. Specifically, he wondered what strategy would be more effective to fulfill the organization's mission while maintaining sustainable growth and moving its central kitchen for its restaurants and catering services.

Busquets Carretero, Xavier
IBM Barcelona Lab: Orchestrating innovation in banking

European Case Clearing House. London, 07/2009

24 p.

This case focuses on strategic decision making and innovation. IBM Barcelona Lab is considered a world reference in banking industry innovation for its 25 years' experience in the field. The case explores the concept of innovation and reinvention (resilience) focusing on: (1) open business models; (2) organising for innovation in multinationals; and (3) open software-based communities. Created by a small group of engineers in 1984, IBM Barcelona Lab successfully developed a turnkey project to introduce PCs into bank branches. In 2005, over 1,500 banks were using this product worldwide and 1,500,000 software licences had been purchased. Due to the 1993 IBM crisis, the Lab reinvented itself as a Lab 'open to customers', expanding its operations worldwide and creating an open business model. The case ends in 2005 by asking students to decide the Lab's future and assess banking trends, core capacities, offshoring policies and the tensions between local and global operations. The case has been written for strategic innovation and technology management and comes with a 25-minute DVD in Spanish (English subtitles), containing interviews with IBM Barcelona Lab executives. The case was awarded the Ruth Green Memorial Case Award for best case written outside the USA and Canada by the North American Case Research Association in 2006.

Carreras Fisas, Ignasi
Sallent Pladevall, Esther
Sureda Varela, Maria

Greenpeace España: Una planificación participativa

ESADE. Barcelona, 06/2009

33 p.

Greenpeace en España ha tendido una muy buena evolución durante los últimos siete años. En esta etapa un nuevo equipo de liderazgo ha introducido un estilo más participativo que se vio reflejado en la propia elaboración de su primer plan estratégico. Cuando se llega al momento (finales de 2008) en el que deber prepararse el segundo plan estratégico se plantea el dilema entre mantener el tipo de proceso que presidió la elaboración del primer plan u optar por una fórmula más eficiente pero menos participativa.

Costa Guix, Gerard
Corazón y razón

ESADE. Barcelona, 04/2009

5 p.

La mayoría de organizaciones no lucrativas tienen dificultades en aplicar el proceso de marketing comercial a sus organizaciones, a pesar de las múltiples experiencias disponibles en social marketing. El caso describe la situación de una fundación que debe priorizar sus áreas de actuación, debatiéndose entre la prioridad de su Misión y la necesidad de garantizar su viabilidad económica. El análisis de los diferentes stakeholders, de las motivaciones de los diferentes públicos objetivo, y de las dificultades en implantar el proceso de marketing son planteadas desde la posición del nuevo director general.

Costa Guix, Gerard
INKling

ESADE. Barcelona, 05/2009

11 p.

La gestión estratégica de los canales de marketing es un área de potencial creación de valor de entrega, y donde las empresas han sido tradicionalmente negligentes, por lo que genera significativas potencialidades. En el mercado de las impresoras para empresas, el proceso de desarrollo de productos desde los 80 hasta el momento ha originado la necesidad de replantearse la gestión de los Marketing Channels como una opción de estrategia diferenciadora. Cuando el valor de producto generado ya genera poca diferenciación entre competidores, la compañía Print Advantage decide innovar en su estrategia de Canales. El caso propone un ejemplo de innovación en funciones a realizar en los canales industriales, así como la capacidad de hacer una propuesta de valor a los distribuidores.

Costa Guix, Gerard
Valdés Gandarillas, Susana

C+. Croissance Plus

ESADE. Barcelona, 12/2008

15 p.

En el año 2004 el grupo Danone y el grupo Carrefour crean un proyecto conjunto llamado Croissance Plus. Dicho proyecto tiene como objetivo buscar nuevas ideas para acelerar el crecimiento de las categorías que trabajan conjuntamente: productos lácteos frescos, agua embotellada, galletas y nutrición infantil. Para ello se crean teams multifuncionales en ambas empresas y Carrefour ofrece dos puntos de venta formato hipermercado en Francia y otros dos en España para hacer los test y analizar los resultados. Este caso trata sobre el lanzamiento y desarrollo de Croissance Plus y se centra en la catego-

ría de productos lácteos frescos en los supermercados Carrefour en España. Croissance Plus un proyecto de colaboración entre Danone y Carrefour, que a fecha de hoy, octubre 2008, sigue vivo.

Folguera Bellmunt, Conxita
Lamolla Kristiansen, Laura
Ferrolet Catalana, Grup Pujol

ESADE. Barcelona 06/2009

26 p.

L'any 1998 la necessitat de creixement de les empreses del Grup Pujol, en un context d'escassetat de mà d'obra a la comarca, plantejava el dilema de la deslocalització o el cercar solucions imaginatives. En concret, a l'empresa Ferrolet Catalana, es necessitaven ferrallistes, persones capaces de treballar les estructures de ferro que serveixen per a la producció de formigó armat. El cas permet analitzar les alternatives que es poden plantejar en aquesta situació i les seves implicacions. La solució escollida per l'empresa ha demostrat ser, al llarg dels anys, profitosa pels diferents stakeholders, aconseguint contribuir a la millora de la productivitat empresarial, de l'equilibri de la vida laboral i personal de les treballadores de l'empresa i de la situació socio-econòmica de la comarca.

Folguera Bellmunt, Conxita
Lamolla Kristiansen, Laura
Novartis – El projecte “Trébol”

ESADE. Barcelona, 06/2009

6 p.

Novartis España (www.novartis.es) és una filial de la multinacional amb seu a Suïssa que el 2002 a iniciativa del director general inicià un projecte d'equilibri entre la vida personal i professional. El projecte s'anomena trébol (proyecto Trébol: saber trabajar, vivir y compartir en un mundo global) i tenia com a objectiu facilitar l'equilibri des de tres dimensions: la professional, la personal i la social. des de la direcció general es nomenà una líder de projecte i es creà un equip de treball que a partir d'una anàlisi de la situació, impulsà un conjunt de mesures per tal de promoure un canvi de cultura en la forma de treballar en la empresa.

Franch Bullich, Josep
Cano Giner, Josep Lluís

**SAP AG (A): From value to volume marketing & SAP AG (B):
The DG Barcelona Hub**

NACRA. Durham, New Hampshire, EE.UU, 10/2008

Vol. 22, no. 1

20 p., 16 p.

The case studies SAP AG (A): From value to volume marketing and SAP AG (B): The DG Barcelona Hub deal with the kind of issues and challenges that SAP AG, the German company world leader provider of enterprise software applications, was facing in 2007 when they decided to enter the small and medium enterprise (SME) market. In SAP AG (A): From Value to Volume Marketing, more than 80% of Fortune Global 500 enterprises were SAP customers. Although the company had 65% of its customer base in the SME market, targeting these companies was not that easy and the product was not totally appropriate. In the SME market there were huge revenue opportunities, as a lot of companies were not currently enterprise software buyers. But this probably implied some changes in the way SAP was approaching its customers. In SAP AG (B): The DG Barcelona Hub, SAP decided to target the SME market with a new product, SAP Business ByDesign. To test the market, a

Demand Generation (DG) Hub was established in Barcelona. 2008 was to be a critical year for the DG Hub: If the objectives were met, the entire project would be rolled out globally. Marketing became more business-critical than ever at SAP and in order to be effective some marketing decisions had to be centralized. But this was not likely to be so immediately accepted by the countries.

Gimbert Ràfols, Xavier

Caso Telepizza

ESADE. Barcelona, 10/2008

51 p.

Macro caso que cubre todos los aspectos (conceptos y herramientas) de un proceso de reflexión y decisión estratégica. Por lo tanto, puede usarse en cada una de las sesiones de una asignatura que cubra este temario. La primera versión del caso se realizó en septiembre de 1999 habiéndose escrito una segunda edición (absolutamente renovada) en septiembre de 2008.

Montaña Matosas, Jordi

IKEA y el diseño para todos. IKEA and design for everybody

ESADE. Barcelona, 06/2009

31 p.

IKEA es una empresa sueca fundada en 1943 por un joven emprendedor Ingvar Kamprad. El caso describe a través de la entrevista con la directora de Comunicación y Diseño Interior la política de diseño de la empresa y, en especial, la política de diseño para todos. Contiene abundante información sobre la cultura de la empresa, del modelo de negocio y cómo afecta a la política de diseño. Explica la visión del diseño para todos y la particular segmentación del mercado, así como la estrategia de producto, la relación con proveedores y ejemplos de diseño de productos. Finaliza con una reflexión sobre la competencia y sobre el futuro de IKEA.

La figura del fundador, Kamprad, ha sido, y continúa siendo en el 2008 con 82 años, una figura esencial para la empresa lo que plantea dudas sobre su futuro.

Oroval Planas, Josep M.
Varela Otero, Ana

La integración de Caprabo en Eroski: una gestión del cambio compleja

ESADE. Barcelona, 06/2009

32 p.

La compra de Caprabo por parte de Eroski, en agosto de 2007, aparece como una oportunidad inesperada pero que hace posible el logro de los objetivos del plan estratégico de Eroski. Por ello, no hay duda en la decisión a tomar. Ahora bien, una vez realizada la compra, se abre un proceso complejo de integración de dos organizaciones con historia, valores, cultura y tradiciones muy diferentes. La marca corporativa, e incluso las marcas propias de la distribución, serán instrumentos que influirán en la forma de alinear las dos organizaciones. Asimismo será importante, para el buen desarrollo del proceso, la comunicación corporativa dirigida a todos los stakeholders y, en particular, la comunicación comercial dirigida al mercado.

**Parada Balderrama, Pedro Alfonso
Brunat Campamany, Jorge
Urriolagoitia Doria Medina, Lourdes Elvira**
**Mercadona en el sector de la distribución
global (A) y (B)**

ESADE. Barcelona, 07/2009
28 p., 27 p.

El caso analiza la estrategia seguida por Mercadona para convertirse en el líder del segmento de supermercados en el sector de la distribución en España y analiza las opciones estratégicas futuras de crecimiento y competitivas. Mercadona sigue una estrategia muy diferente a todos los demás competidores en su sector, tanto nacionales como internacionales. Mercadona es una empresa integrada con una facturación de 15.300 millones de euros a finales de 2008. Emplea más de 62.000 personas en toda la cadena, todas ellas con contratos fijos. Cuenta con una red de 1.214 supermercados, todos ellos en España. La sala de ventas promedio es de 1.300 metros y responden a un modelo de comercio urbano de proximidad, con un amplio surtido en alimentación (fresca y seca), droguería, perfumería y comida para animales domésticos. El caso (A) presenta la estrategia de los líderes mundiales como Wal Mart y Carrefour, además de los líderes europeos como Tesco, Aldi, Lidl y Auchan. El caso (B) presenta los principales competidores en España como Eroski-Caprabo y El Corte Inglés y Carrefour, además de Mercadona.

Sabal Cárdenas, Jaime
El café venezolano pasa un trago amargo

Sabal Cárdenas, J.; Menéndez, J.
IESA. Caracas, 03/2009
Debates IESA, vol. 14, nº 1
6 p.

Los problemas estratégicos, de mercadeo y financieros que ha debido enfrentar una empresa torrefactora en un ambiente extremadamente regulado como es la Venezuela de hoy día.

Sabal Cárdenas, Jaime
Reinvestment flows under leverage and endogeneous growth
European Case Clearing House. Bedfordshire, UK, 11/2008
11 p.

A firm growing endogenously and wishing to keep a constant leverage ratio will be able to invest not only the retained earnings but also the amount of new issued debt. Therefore, when leverage is accounted for, reinvestment flows differ from retained equity holder earnings. The link between leverage, dividend payout, reinvested flows and growth rate are explored, and it is verified that reinvested flows are bounded and that they rise when dividend payouts fall, in such a way that the higher the leverage the higher the invested flows for each level of dividend payout.

**Soler Bigas, Beatriz de
Varela Otero, Ana**
Bancaja 2005: diagnóstico previo de la salud de la marca

ESADE. Barcelona, 07/2009
24 p.

Bancaja, caja de ahorros líder de la Comunidad Valenciana, había aprobado en su día el plan estratégico 2004-2007, denominado Bancaja en España, que pretendía convertir una entidad financiera regional en una nacional. Puesto ya en marcha un ambicioso plan de expansión territorial, era necesario construir una marca corpo-

rativa notoria y diferenciada que aportara valor tanto a los clientes tradicionales, como a los potenciales y al resto de stakeholders, partiendo de percepciones muy dispares. En enero de 2005, el director de marketing de Bancaja debía presentar al Comité Ejecutivo de Dirección un análisis profundo y un diagnóstico certero sobre la situación de partida en la que se encontraba la marca a partir de los múltiples estudios de mercado disponibles, definiendo los principales problemas a resolver, determinando oportunidades de desarrollo de la marca y efectuando recomendaciones sobre su identidad y posicionamiento futuros.

**Torrecilla Gumbau, Carlos
Cano Giner, Josep Lluís**
Praktik Hotels: tecnología y marketing

ESADE. Barcelona, 03/2009
25 p.

This case study is focused on the relation between marketing and information systems. How information helps in decision taking, and business modeling.

Valls Giménez, Josep Francesc
Clean Master

ESADE. Barcelona, 06/2009
20 p.

La franquicia de lavandería Clean Master ha desarrollado un modelo low cost: la franquicia más barata y las prendas a un precio básico todas. Se analiza el modelo de negocio.

**Vernis Domènech, Alfred Ignasi
Lamolla Kristiansen, Laura
Arenas Vives, Daniel**
La Fageda

Harvard Business School. Boston, 07/2009
14 p.

For over 25 years, Cristobal Colón, La Fageda's founder and president, had managed this cooperative that primarily produced yogurts and dairy puddings and employed a large share of La Garrotxa's mentally challenged population. Colón had been able to position these yogurts made in a small town far from Barcelona's commercial hub right next to Danone products, the undisputed dairy sector leader in Spain, on supermarket and hypermarket shelves. La Fageda had accomplished this feat by producing a quality yogurt that consumers viewed as a farm product: natural and wholesome. By late 2007, Colón's overriding concern was how to keep La Fageda's yogurts in distribution circuits. On the one hand, large food multinationals had ever-increasing leverage with retailers; on the other hand, some leading chains were prioritizing their own brands. Colón wondered if La Fageda could maintain its competitive positioning while upholding its founding spirit. For him, it was paramount to preserve the jobs that enabled La Fageda to ensure social and labor integration for people with mental disabilities.

Vives de Prada, Luis
Telefónica: Building a global company

ESADE. Barcelona, 04/2009
32 p.

This case explains the internationalization of Telefónica and its current challenges. The company is nowadays, one of the 30th largest companies in the world by market capitalization, with presence in 25 countries, over 250 million clients and 250.000 employees.

BOOK REVIEWS

Recio Figueiras, Eugenio María

La gran apuesta. Globalización y multinacionales españolas en América Latina by Ramón Casilda Béjar

Barcelona: Granica, 2008. 461 p.

Book review in: Informe Económico, nº 8, 12/2008 p. 138-141

Sebastián Carazo, Luís de

Comprender la inmigración by Guillermo de la Dehesa

Madrid: Alianza, 2008. 412 p.

Book review in: Informe Económico, nº 8, 12/2008 p. 133-137

MONOGRAPHS

Albareda Vivó, Laura
Arenas Vives, Daniel

Observatorio 2008 de la inversión socialmente responsable

Albareda Vivó, L.; Balaguer, M. R.; Arenas Vives, D.
Barcelona: ESADE. Instituto de Innovación Social, 11/2008
126 p.

En esta nueva edición del Observatorio centramos la atención en los fondos de pensiones de empleo, que, pese a ser uno de los motores de la inversión socialmente responsable (ISR) en todo el mundo, aún no se habían estudiado en relación con el caso español. La metodología empleada permite analizar qué factores llevan a que los fondos de empleo incorporen criterios ISR y cómo lo hacen. Entre los factores clave sobresalen la confluencia de voluntades de los distintos actores implicados y el intercambio constante de información entre ellos.

Además de este estudio en profundidad se ofrecen, como cada año, los datos del mercado retail de la ISR en España y en Estados Unidos (este año no se incluyen datos europeos, porque se alternan anualmente los correspondientes a Europa y a Estados Unidos). Los datos en nuestro país siguen sin ser halagüeños, pero hay que conocerlos. Como contraste, se repasan algunas de las noticias más significativas del año en torno a la ISR en España, como la creación de FTSE-4GoodIbex y el desarrollo de SpainSIF, que nos dan señales más esperanzadoras. Finalmente, se exponen otras iniciativas del mundo de la ISR, como el capital riesgo para la sostenibilidad.

Arjona Sebastián, César

La RSE en el gobierno corporativo de las sociedades del Ibex 35. Un análisis de transparencia

Barcelona: ESADE. Instituto de Innovación Social, 07/2009
46 p.

El objeto principal de esta investigación es la integración de la responsabilidad social de la empresa (RSE) en la estructura de gobierno de las sociedades cotizadas españolas, en particular de aquellas que componen el índice Ibex 35. Para determinarla se toma como referencia la información que emiten las propias compañías en sus informes GRI. Además de ofrecer datos generales y comparados sobre la emisión de informes, el estudio recoge, compara y analiza las respuestas de las empresas en relación con tres bloques temáticos: la integración de la RSE en su organización de gobierno, los métodos que los órganos responsables utilizan para controlar y supervisar la RSE y, finalmente, la relación entre los resultados de la empresa en el ámbito de la RSE y la remuneración variable de consejeros y altos directivos. Finalmente, el trabajo se cierra con una serie de conclusiones, algunas planteadas como propuestas y otras como preguntas abiertas, relativas a los problemas de la regulación, de la organización, de la transparencia y de la credibilidad.

Bou Alameda, Elena
Saz-Carranza, Ángel
Collet, François Hervé René

Model Design: Creating a new collaboration model: Report: SUCCESS work package 2

Bou Alameda, E.; Saz-Carranza, Á.; Collet, F. H. R.; Moreira Ottani, S.
Searching Unprecedented Cooperations on Climate and Energy to enSure Sustainability (SUCCESS), 01/2009
38 p.

In an increasingly globalising world characterized by free flow of information, faster evolution and convergence of technologies, fierce competition and increasing pressures for sustainability, the ability to generate and transfer knowledge has become crucial for innovation

(Grant, 1996). This has implications not only for businesses but also for organisations such as research institutes and universities that are also facing the new reality and need to adapt to it (Diez, 2000) as well as for policy makers who need to create and foster a context for knowledge dynamics to facilitate innovation. Hence, accessing different sources of knowledge is more important than ever since not all organisations have the necessary skills and resources to stay at the top of progress and bring significant innovations to market (Fowles and Clark, 2005; Koppers and Pyka, 2002). A common strategy that is being adopted by organizations is to form formal or informal collaborative networks with other institutions as the knowledge and technology necessary for innovation may lie outside an organisation's boundaries and its core competencies (Cowan, Jonard and Zimmermann, 2007; Dhanaraj and Parkhe, 2006). Interorganisational networks, through the range of different relationships among their members, may offer various benefits regarding information diffusion, resource sharing, or access to specialised assets, such as knowledge (Dhanaraj and Parkhe, 2006). Due to the fact that innovation is turning into a more complex process, networks are being considered as a vehicle to reduce risks and costs, and at the same time to increase effectiveness and novelty. Further, they may provide opportunities for interorganisational learning (Almeida and Pene, 2004; Gulatti, Nohria and Zaheer, 2000). "...In this light networks represent a mechanism for innovation diffusion through collaboration and the interactive relationship becomes not only a co-ordination device to create resources, but an essential enabling factor of technical progress" (Koppers and Pyka, 2002, p. 5) As such, networks are an essential element of the knowledge-based society, in which they play a role for boosting economic growth, competitiveness and further innovation (Dhanaraj and Parkhe, 2006; Freeman, 1991; Legendijk and Charles, 1999; Morgan, 1997; OECD, 1999; Ojasalo, 2008; Powell and Grodal, 2005; Powell, Koput and Smith-Doerr, 1996; Pyka, 2002; Taatila, Suomala, Siltala and Keskinen, 2006).

However, there is little in the literature about the dynamics of innovation networks: how are they created, the growth processes they undergo, the way they die or merge into other networks and so forth (Gilbert, et al. 2001). It is still not very clear whether there is a single phenomenon applicable to all spheres of innovation, or disparate process with little or no commonality. In the same line, previous studies have focused on the impact of such entities on individual partners or the social network structures but studies of the network as a whole and as an independent entity have been conceded little attention. Studying networks as new organizational entities is a must if one wants to know how these new organisational forms are created, developed and sustained over time. The main objective of this study is to present a new model of collaboration that considers the creation process of a network from its inception (conceptualisation of the collaboration) to its management and development. Thus, it is proposed an analytical model that leads to different governance models and management processes depending on a number of parameter.

Murillo Bonvehí, David

Estado de la formación en RSE en Europa, EEUU y América Latina. Un análisis comparativo

PNUD-RedUnirse, 06/2009
40 p.

El presente informe se propone contribuir a la reflexión elaborada por la comunidad iberoamericana de profesores y profesionales de la RSE para promover, orientar y contribuir a una mejor formación universitaria en RSE.

El presente aporte se construye únicamente como documento de trabajo de la RedUnirse para la reflexión en sus foros y tiene por finalidad

elaborar un conjunto de puntos y recomendaciones que puedan en el futuro mejorar la implementación de las actuaciones de la RedUnirse. Es por tanto un texto introductorio que debería en el futuro ser complementado con otros. Entre los cuales: el diagnóstico específico del estado de la formación en RSE en América Latina, una cartografía de sus principales actores y agentes de cambio así como las iniciativas más relevantes en la región.

Obeso Abalde, Carlos

Barómetro Egarsat sobre actitudes y comportamientos frente al absentismo en la empresa

Sant Cugat del Vallès, Barcelona: EGARSAT, 11/2008

51 p.

A través de entrevistas a 700 trabajadores y 700 responsables de RRHH se analizan las actitudes de ambos colectivos frente al fenómeno del absentismo. Entre los resultados más significativos encontramos la baja profesionalización de la gestión del absentismo en la empresa española y una actitud laxa de los trabajadores frente al fenómeno.

Obeso Abalde, Carlos

Guía práctica para la gestión del absentismo

Sant Cugat del Vallès, Barcelona: EGARSAT, 11/2008

251 p.

Una guía práctica que recoge los instrumentos legales a utilizar en casos de absentismo así como 19 buenas prácticas de empresas españolas.

Obeso Abalde, Carlos

Portrait of a new generation of leaders. Results from the CEMS-L'oreal Fellowship. Project Summary Report CEMS-L'oreal Fellowship 2009

Mayrhofer, W.; Nordhaug, O.; Obeso Abalde, C.

CEMS, L'oreal, 04/2009

15 p.

Valores cambiantes de la nueva generación de licenciados en los programas CEMS.

Ollé Valls, Montserrat

Planellas Arán, Marcel

Torres Pérez, Diego

Urriolagoitia Doria Medina, Lourdes

Sorribas Fierro, Mario

Estudio sobre los factores de éxito de las grandes empresas de servicios en España

Barcelona: ESADE, 2009

103 p.

En los últimos años se ha desarrollado una línea de investigación sobre aquellas empresas que logran obtener resultados extraordinarios y sostenidos a lo largo de un largo periodo de tiempo. Analizar las características comunes que posibilitan el éxito continuado de estas compañías es el objetivo de este estudio. El ámbito de investigación se ha acotado en dos frentes: se centra en España y además en un sector específico y particularmente interesante, los servicios. En las últimas décadas el sector ha sufrido una fuerte transformación que ha provocado profundos cambios en su estructura y una enorme competencia a nivel global. El estudio pretende identificar entre las grandes empresas de servicios españolas aquellas que poseen un rendimiento excepcional y extraer sus características distintivas y, concretamente, contestar a dos preguntas: ¿Los principios de éxito

que Stadler encontró en una muestra de empresas europeas, se observan en las grandes empresas de servicios en España? Y ¿Existen otros principios que distinguen a las grandes empresas de servicios españolas con resultados superiores a la media durante largos periodos de tiempo?

Puig Bastard, Pere

Batista-Foguet, Joan Manuel

Barómetro de las empresas de EE.UU. en España: perspectivas para el 2009

Barcelona: Cámara de Comercio Americana en España: ESADE,

08/2009

127 p.

There has been a considerable worsening of the evaluation of the situation made by US companies in 2009. They show dissatisfaction about the general situation and perspectives of the Spanish economy and about the general business climate and the specific conditions in their own sector of activity. On comparing the situation reflected in the 2008 and 2007 Barometers, an important change, in the negative sense, can be seen this year. Companies being dissatisfied with their own results and being also critical with some institutional aspects and regulations, and with very specific government policies, have increased notoriously, reaching around 20% of the statistical sample in our survey.

Saz-Carranza, Ángel

Serra Martín, Albert

L'acord estratègic per a la competitivitat a Catalunya: un cas publicoprivat de negociació i seguiment de compromisos

Saz-Carranza, Á.; Acebillo Baqué, M.; Serra Martín, A.

Barcelona: ESADE, 07/2009

70 p.

El texto relata el contenido y la gestación del Acuerdo estratégico para la internacionalización, la calidad del empleo y la competitividad de la economía catalana.

PhD THESES

Albareda Vivó, Laura

Lozano Soler, Josep Maria (Director)

La contribución de las autoridades privadas a la gobernanza global: las élites empresariales en las iniciativas de responsabilidad social de la empresa

Ibáñez Muñoz, J.; Lozano Soler, J. M. (dirs.)

Universitat Autònoma de Barcelona

Barcelona, 16/07/2009

The objective of this PhD thesis is to analyse new mechanisms for the governance of World politics, which companies foster and participate in as private actors. The research aims to analyse the increase in political corporate power in international society and to advance on the theoretical understanding of the role businesses play as private authorities in global governance and how they influence and have gained influence in world politics. At the same time, they enhance the theoretical knowledge and understanding of the role business elites play in the emerging CSR transnational sphere. In this respect, the purpose is to analyse CSR as a form of global governance fostered by private interests.

The first part of the thesis provides an analysis of previous studies on corporations as political actors in International Relations and International Political Economy. The aim of the theoretical research is to build a conceptual clarification with regard to the concept of global governance, power and authority focused on the transformation of transnational regulation in global governance and to enhance our understanding of business political power.

The second part focuses on global governance theoretical approaches and the emergence of new regulating transnational arrangements that have achieved effective solutions, transcending national boundaries and institutionalising the behaviour of private actors around a set of consciously devised and relatively specific global rules. From an institutional point of view, the emerging private regulating arrangements highlight the increasing density of rule-based interactions that have gradually given rise to an organisational field of transnational rule-making in global governance.

Finally, the third part centers on the empirical analysis of CSR's institutionalization, taking into account the mechanisms that business elites promote to develop and implement CSR, especially private self-regulation and multi stakeholder regulation. The empirical research analyses the role of neoliberal structuralist business elites in institutionalizing CSR through the creation of specific CSR and sustainability business associations. The empirical research creates a map of different business associations to promote CSR. The last part of the thesis provides a case study to analyse the emergence of CSR multi stakeholder initiatives. The analysis of Global Reporting Initiative's institutionalisation focuses on the study of the role business leaders have on the GRI Board of Directors. It attempts to develop an empirical understanding of the role they play in decision-making and implementation processes for new forms of multi stakeholder regulation.

Bejarano Heredia, Alberto Dolan, Simon (Director)

Determinants of career success for engineering technology program graduates

Universidad Ramon Llull. ESADE

Barcelona, 26/01/2009

Career Success is an important but often overlooked outcome of a person's career experiences. All businesses and organizations operate in a changing World, with global energy crisis and emerging technologies. These organizations need more successful engineers for the development of competitive advantages that sustain his future development.

The primary purpose of this study was to explain engineer's career success. Building upon academic literature (e.g. Arthur et al (2005); Heslin (2005); Gunz (2005); Baruch (2006)) a model of determinants of career success was studied; both objective and subjective perspectives were used, developing empirical evidence for career success of this category of knowledge workers in Latin America.

Research questions were focused on the relationship between technologists' career success and their personal network, individual competences, professional experience, organizational structures, and individual aspirations. Data were gathered from a survey of 1135 graduates of engineering technology programs; 1011 responded, for a response rate of 89.7 % and archives of Engineering School.

The results suggest that career success of technologist is strongly determined by organizational structures and individual competences. In second level, career success is determined by personal network and in third level the professional experience, and individual aspirations.

Suggestions for future research and implications for practitioners, researchers and educative organizations are provided.

Bocatto, Evandro

Sauquet Rovira, Alfons (Director)

Citizenship learning and management in the participatory budget of Brazilian municipalities

Universidad Ramon Llull. ESADE

Barcelona, 15/10/2008

The thesis is concerned with the declining tendency of citizenship participation which threatens the democratic system. For that reason it studies successful participatory situations in which citizens learn and develop citizenship. Citizenship learning and development, as a phenomenon, are analysed from a Critical view of science and derivate existential and humanistic framework to learning and organizational. A democratic, participatory and deliberative situation that reflects the emancipatory interest of a good, humane and rational social action is the participatory budget of Brazilian municipalities. Learning, Organizational Learning and Human Resources Management are disciplines elected to set the theoretical framework to analyse the problem. From this epistemological view, research setting and scope, a methodological bricolage is built. The methodology follows the procedures of the phenomenological research which is supported by the triangulation of the methodological tools of in-depth interviews, focus groups, observations and documentation reviews. As a result the research presents findings that describe, comprehend and interpret the phenomenon of citizenship learning. Human resources management, as an emergent practice, is a key issue in this democratic action. The participatory budget, as a democratic action, is divided into sub-actions composed by intentions, plans and acts each one of them represented by specific human resources practices. Such procedure of deconstruction of actions into their constitutive parts brings better comprehension of their functioning. To understand the characteristics of the participatory context is also key because they foster self-reflection about the social and individual legalities which change the state of a non-reflective conscious, thus, citizenship learning occurs. The focus proposed and the evidences analysed and interpreted provides a definition for existential-humanistic citizenship learning which hopefully can bring some light to the declining tendencies in participation. Citizenship learning, thus, is a never-ending process in which individuals decide freely and responsibly to actualize their potential as citizens. Moreover, the process is existential and humanistic if it has humanity in general as its goal, if it is as aware as possible of the dialectics between humans' subjectivity and objectivity and if it gives rise to a system of values which takes into account this goal and these dialectics.

Burneo Farfán, Kurt
Mena López, Francesc Xavier (Director)

Bancarización pública y crecimiento económico regional en el Perú

Universidad Ramon Llull. ESADE

Barcelona, 27/01/2009

El objetivo de esta investigación es evaluar si la bancarización pública, definida por la evolución del programa de préstamos Multired del banco estatal del Perú, se constituye como un factor relevante para explicar la dinámica del crecimiento económico regional en el periodo Octubre 2001-Julio 2006. Los resultados de esta investigación se constituirían como insumos útiles para la formulación de políticas públicas en el ámbito financiero.

La literatura identifica a la bancarización como el grado de intermediación financiera, variable medida como el ratio colocaciones al sector privado respecto al PBI, reconociendo a ésta como un factor relevante para explicar el crecimiento económico en el corto plazo. Sin embargo, en cuanto a la relación entre bancarización pública (aquella desarrollada por la banca estatal) y crecimiento, los resultados que arroja la evidencia empírica no son concluyentes en el sentido que, la relación no es estadísticamente significativa o en algunos casos se encuentra una asociación negativa entre estas variables. Estos últimos hallazgos, serían consistentes con la denominada 'visión política'. Esta plantea que en la actuación estatal en banca, predominan los intereses individuales de los políticos a cargo de la dirección de esta, contando dicha banca además con condiciones ad hoc favorables que no detenta la banca privada. Alternativamente la otra visión, denominada 'visión desarrollista' justifica el rol estatal, debido a que los mercados financieros presentan una serie de fallas: información asimétrica, poder de mercado, externalidades, etc.

Para evaluar la relación entre bancarización pública y crecimiento económico en las regiones, se plantean dos modelos: uno a nivel macroeconómico que usa variables agregadas en una estructura de series de tiempo; el otro a nivel regional, usa una serie de variables regionales en una estructura de panel data.

Los resultados encontrados, no rechazan la hipótesis que plantea la existencia de una asociación positiva entre bancarización pública con el crecimiento económico, aunque en el caso del modelo a nivel regional esta asociación presentaría un rezago. También se encuentra que esta asociación es mayor cuando se trata de la bancarización privada, justificándose esta diferencia por la escala mayor de colocaciones de esta respecto a la banca estatal como también por el hecho que los modelos presentados no capturan el efecto de la bancarización pública sobre la ampliación de los sujetos de crédito que resultan incorporados como clientes por la banca privada, no sólo a través de créditos de consumo sino de otros productos financieros ofertados por estas instituciones, posibilidad legalmente restringida para la banca estatal en el Perú.

Fontcuberta Llanes, Javier
Mirosa Martínez, Pere (Director)

El contrato de distribución de bienes de consumo y la llamada indemnización por clientela

Universidad Ramon Llull. ESADE

Barcelona, 16/01/2009

El objeto último de la tesis ha consistido en el análisis jurídico de las estructuras distributivas con el fin de dilucidar en última instancia si -con arreglo al Derecho español- a la terminación (por denuncia unilateral, o cumplimiento del plazo convenido) de las relaciones comerciales de distribución de bienes de consumo el fabricante de los mismos debe compensar a su distribuidor (mayorista o minorista) por la clientela generada durante la vigencia de las mismas en el marco de un sistema de distribución indirecta, vertical y descendente de productos realizada personalmente desde un establecimiento.

Para ello, se ha partido de la base de la realidad económica en la que se insertan las relaciones de distribución, así como de las características ontológicas del negocio que nos ocupa, con el fin de determinar el haz de derechos y obligaciones que corresponden a cada una de las partes con arreglo al contrato y, en su caso, más allá del marco contractual convenido entre ellas.

Verificada dicha realidad se ha efectuado un análisis de la evolución de la compensación por clientela en el derecho español, del carácter que esta compensación tiene y de los fundamentos que vienen siendo asumidos por la doctrina y la jurisprudencia para considerar su aplicación o bien rechazarla. Todo ello con el propósito de determinar si ésta resulta extrapolable a la terminación de los contratos de constante referencia.

Analizada la cuestión, se concluye que ninguno de los fundamentos referidos permiten sostener la procedencia de la compensación por clientela en la terminación de los contratos de distribución y, además, que dentro de los efectos o consecuencias naturales y consustanciales a la formalización de los contratos de esta índole y su ejecución se encuentra la generación de clientela y su trasvase entre los distintos comercializadores que actúan en el mercado.

Por este motivo, debe afirmarse que, salvo acuerdo en contrario, con arreglo al estado actual del ordenamiento jurídico no procede la compensación por clientela a favor del distribuidor.

Ilié, Camelia

La contribución de las autoridades privadas a la gobernanza global: las élites empresariales en las iniciativas de responsabilidad social de la empresa

Martín Rodrigo, M. J. (dir.)

Universidad Pontificia de Comillas

Madrid, 06/05/2009

Los objetivos del actual trabajo de investigación son estudiar los programas de desarrollo directivo (PDD) desde un enfoque sistémico con distintas fases interrelacionadas -diagnóstico, diseño, implementación y evaluación- y analizar sus factores clave de éxito, con el fin de diseñar un modelo de proceso formativo que genere el mayor impacto, tanto en el directivo como en la empresa.

Así mismo, se propone un modelo de relación entre las dimensiones intrínsecas de los directivos- actitud, conocimiento, comportamiento- y extrínsecas de las empresas- retención, promoción, resultados económicos- que permitan mejorar el diseño y el desarrollo de los PDD para aumentar su impacto en las estrategias de las empresas. Para lograr los objetivos propuestos el trabajo se ha dividido en cuatro partes.

La primera parte representa el preámbulo a la tesis, donde se justifica la investigación, se definen los objetivos, se formulan las hipótesis de investigación, se explican los métodos de análisis, y se

identifican las fuentes utilizadas. La segunda parte se dedica a la revisión de la teoría relacionada con la formación de directivos, así como con su impacto en la estrategia empresarial. Para ello: se han estudiado los modelos de aprendizaje de los adultos y los elementos metodológicos diferenciadores que generan un impacto perdurable; se ha revisado la literatura relacionada con los programas de formación de directivos de alto impacto y sus aspectos diferenciadores; se han estudiado los modelos de evaluación de los programas de formación y se ha analizado el concepto más amplio de la auditoría del proceso formativo; se han revisado los modelos de programas de formación para directivos en las primeras 25 escuelas de negocios del mundo y se han analizado sus propuestas de valor; se han revisado varios estudios relevantes sobre los modelos de programas de formación existentes en empresas nacionales y multinacionales con actividades en España, Europa y EE.UU., y su relación con el desarrollo de los directivos tanto a nivel individual como organizativo.

Por otro lado, en la segunda parte se revisan los modelos de evaluación de los programas de formación, así como las últimas metodologías empleadas en los programas.

En la tercera parte, se explican los estudios cualitativo y cuantitativo, y se interpretan y analizan los resultados de los mismos. Por un lado, se resumen los resultados cualitativos del focus group y se analizan las prioridades para la formación de directivos en las empresas nacionales y multinacionales con actividades en España. Por otro lado, se contrastan los resultados del estudio cuantitativo con las hipótesis de investigación. A través de varios métodos de análisis estadístico se mide el impacto de las variables del modelo teórico (diagnóstico, diseño, implantación y evaluación de los programas de formación) sobre las dos dimensiones, intrínseca y extrínseca, de los directivos participantes en el programa.

Por último, en la cuarta parte, se resume la investigación, se presentan las conclusiones más relevantes del trabajo y se identifican futuras líneas de investigación.

Kusyk, Sophia

Lozano Soler, Josep Maria (Director)

Corporate social responsibility: From construct to praxis

Universidad Ramon Llull. ESADE

Barcelona, 14/11/2008

This thesis is organized in a compendium of three articles, each of which furthers our knowledge of the corporate social responsibility (CSR) from construct to practice. Firstly, article 1, entitled Constructing The Tower Of Babel: Towards A Fuzzy Logic Approach (co-authored with Dr. J.M. Lozano and F. Di Lorenzo) proposes and tests a fuzzy epistemological approach to answering the question "Does and can a definition for social accountability exist?". By employing fuzzy set theory for a systematic analysis of definitions within the business and society field demonstrates how they are linked to the 3 most cited metaphors (CSR, corporate sustainability (CS) and corporate citizenship (CC)) in the business and society field. Secondly, article 2, A Four-Cell Typology of Key Social Issue Drivers and Barriers of SME Social Performance (co-authored with Dr. J.M. Lozano) is a literature review of "What are the drivers and barriers to enterprise engagement in socially responsible action?". This article develops a small and medium sized enterprises (SME) four-cell ideal type of social issues management (SIM) response typology based on a proposed heteronomy of stakeholder salience. Thirdly, article 3, called A CSP Best Practice Case Safari: Using CSO Binoculars To Identify CSR, is an explanatory multi-method embedded multiple-case study addressing the question of "What does corporate social respon-

sibility at enterprise level look like?". The findings of this study suggest that the CSR domains are hierarchical in their relationship with the economic domain as a basis. Moreover that the scope of enterprise principles varies depending on their particular CSR domain influence and moral duty affiliation. In particular, the study calls attention to the discretionary domain as the differentiating factor between corporate social performance (CSP) best-practice and normal practice cases. Finally, this article builds CSP theory by integrating corporate social orientation (CSO) and reorienting it for the SME context. Therefore this thesis opens up several new lines of research opportunities for fuzzy set theory, CSR, CC, CS and SME theory, CSO and CSP theory.

Rodrigo Ramírez, Pablo

Arenas Vives, Daniel (Director)

La gestión comprometida con el desarrollo sostenible: Un modelo basado en empresas chilenas

Universidad Ramon Llull. ESADE

Barcelona, 20/01/2009

El Desarrollo Sostenible (DS) es en la actualidad uno de los temas importantes en la agenda de países y organismos internacionales debido a la gran cantidad de problemas medioambientales y sociales que actualmente presenta el mundo. La empresa no ha estado ajena a esta preocupación y desde hace casi veinte años que el tema se viene estudiando en profundidad por investigadores y por las propias empresas. Pese a ello, la mayoría de los estudios se han centrado en el aspecto medioambiental del DS, en empresas de países desarrollados y en análisis estáticos de la realidad empresarial. Efectivamente, pocos estudios han asumido el desafío de explorar en profundidad cómo una empresa va incorporando un compromiso cada vez mayor con el DS y la transformación que sufre la organización producto de esos cambios.

De acuerdo a esos vacíos existentes en la literatura académica de DS y su relación con la empresa, esta investigación ofrece un Modelo de Gestión Comprometida con el DS que se enfoca en el análisis de las variables organizacionales que sufren las transformaciones más determinantes mientras la empresa adquiere un mayor grado de involucramiento con estos temas. En este sentido, el modelo tiene un carácter eminentemente estratégico, pero también se enfoca hacia aspectos propios de Teoría de la Organizaciones al analizar los efectos del cambio sobre la estructura y los procesos. El modelo se obtuvo aplicando la metodología cualitativa de carácter inductivo conocida como grounded theory, que es una de las mejores para generar teorías fundadas en los datos.

Para aplicar la metodología se estudió la realidad de tres empresas chilenas que por sus actividades generan un alto impacto ambiental y social, pero que al mismo tiempo han sido reconocidas por el mercado y la sociedad civil como líderes en temas de DS. De esta forma se eligió MASISA, dedicada a la producción y comercialización de tableros de madera; CMPC Celulosa, dedicada a la producción y comercialización de celulosa; y CODELCO, el gigante estatal dedicado a la exploración, extracción, producción y comercialización de cobre y minerales derivados. Cada empresa fue investigada desde distintas perspectivas y mediante distintos métodos de recolección de datos con el objetivo de asegurar la confiabilidad y validez de la interpretación realizada y del modelo resultante.

El modelo ha demostrado que en su camino hacia la sostenibilidad una empresa sufre un profundo proceso de transformación que puede ser catalogado de cambio radical, que genera en el largo plazo ciertas características únicas que pueden diferenciarla en el mercado y llevarla a generar rendimientos positivos producto de estas acciones.

Straub, Caroline
Dolan, Simon (Director)

Work-Family issues in contemporary Europe

Universidad Ramon Llull. ESADE

Barcelona, 26/01/2009

Work-family issues are attracting increasing attention at both the public and the private level. The European Union promotes matters such as parental leave, childcare, work-life balance, flexible working hours, and encourages changes in the environment, structure and organisation of work. Along similar lines, growing public pressure has led to interest from leading companies to improve the work-life balance of their employees. Nowadays, many companies highlight life concerns as a priority social issue. But what initiated this increased awareness of governments and companies to invest in improving the work-life balance of their citizens and employees? The origins of this augmented responsiveness are mainly consequences of socio-demographic changes. In the last decades females have entered the labour force on a massive scale. Motivated by the women's movement, which successfully expanded females' claim to equality in educational and employment opportunities, females are now engaged in all kinds of activities outside the home. On average, females across Europe hold 40% of full-time jobs and 32% of management positions. Economic pressure, in the form of wage reductions for males, required a large number of females to enter the workplace on a part-time basis, and forced both males and females to increase their overall working hours in order to maintain their living standards. Dual-earning has become an economic necessity for an increasing number of families. In addition, there are a growing number of single parents, dualcareer couples, and fathers heavily involved in parenting. For these individuals and for others interested in both work and family, balancing the two arenas has become a major life issue. Strategies adopted by companies to overcome these problems enact policies and programs aimed at providing employees with resources to help them manage their work-family lives. Typical practices include flexitime, shorter working hours, jobsharing, tele-working, childcare services and special maternity leave arrangements to help workers meet family and personal needs. Practices have been found to raise employee satisfaction; work ethics and motivation; reduce absenteeism and staff turnover rates; elevate satisfaction with the balance between work and family; and diminish related stress and work-family conflict. However, several studies also found either nonexistent or weak relationships between benefits offered or used by employees and work-family conflict. The formal availability of work-family practices alone had modest relationships with outcomes of value to both individuals and organisations. Scholars rather propose that other factors are more important for reducing work-family conflict or stress, such as having supportive colleagues and supervisors, as well as the perception that employees can use these policies without fearing negative job or career consequences. Therefore researchers and practitioners point out the importance of moving beyond the formulation of work-life practices to a change in organisational culture. The development of a work-family culture which supports and values the integration of employees' work and family lives becomes a necessity for reducing work-family mismatch. Future research should begin focussing on what contributes to a supportive culture and what constrains an organisation's ability to create a workfamily culture for its employees.

PhD PROGRAMME CONTRIBUTIONS

Almirall Mezquita, Esteve**El papel de la informática en la innovación***Novatica*Barcelona: Associació de Tècnics Informàtics (ATI), 09/2008
Nº 195, p. 12-18

Hoy en día, la innovación parece mejor descrita como el resultado de la interacción de múltiples actores, y en términos de un sistema complejo donde la innovación es un resultado emergente. La innovación puede describirse también como un producto de la confluencia de tres espacios, uno correspondiente a las capacidades tecnológicas de un determinado momento, un segundo que comprende los modelos de negocios que permiten instrumentar y capturar valor de esas posibilidades, y un tercero que describe su valor social, esto es la aceptación por parte del consumidor del producto de los dos espacios anteriores. La confluencia de los tres espacios determinará el valor de una determinada propuesta. Debido a que la interacción se está globalizando de forma progresiva y utiliza como medio las Tecnologías de la Información, debido a que las empresas están adoptando rápidamente la Innovación Abierta y debido a que nuevas formas de conectarse y socializar están invadiendo nuestra vida social, el centro de la innovación se está trasladando desde los departamentos de I+D hacia organizaciones abiertas con límites cada vez menos precisos, y en última instancia a Internet.

Almirall Mezquita, Esteve**The role of IT in innovation***Upgrade*Brussels: Council of European Professional Informatics Societies (CEPIS), 10/2008
Vol. IX, no. 5, p. 10-16

Innovation nowadays seems better described as the result of multiple interacting actors and in terms of a complex system where innovation is an emergent result. Innovation can also be portrayed as a product of the convergence of three spaces. One corresponds to the technological capabilities of a given moment. The second one comprises the business models that enable instrumenting and capturing value from these possibilities. And the third one describes the societal value, hence consumer acceptance of the product of last two. The confluence of these three spaces will determine the value of a certain proposition. Because interaction is progressively global and mediated through Information Technologies (IT), because companies are rapidly embracing Open Innovation and because new forms of connecting and socializing are invading our social life, the locus of innovation is poisoned to change from the Research & Development (R&D) departments to open organizations with diffuse boundaries and ultimately the Internet.

Almirall Mezquita, Esteve**Wareham, Jonathan D.****Innovation: A question of Fit – The Living Labs approach**1st ESADE-HEC Symposium on Transversal Topics
EsadeCreapolis – ESADE
Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009**Castelló Molina, Itziar****Lozano Soler, Josep Maria****In search of a new form of leadership: the transformation of the tourism**Castelló Molina, I.; Lozano Soler, J. M.; Barberá, D.
Ashridge International Research Conference
Ashridge Business School
Ashridge, 15/05/2009 - 17/05/2009**Castelló Molina, Itziar****Lozano Soler, Josep Maria****Integrating strategic commitment and stakeholder responsiveness in a dynamic framework of Corporate Social Responsibility change**EABIS 7th Annual Colloquium
European Academy of Business in Society (EABIS); Cranfield University
Cranfield, 10/09/2008**Castelló Molina, Itziar****Lozano Soler, Josep Maria****Toward a new rhetoric of corporate social responsibility and the legitimacy strategies behind**2009 Academy of Management Annual Meeting
Academy of Management
Chicago, 07/08/2009 - 11/08/2009**Castelló Molina, Itziar****Lozano Soler, Josep Maria****Transformational and transactional CSR strategies: Searching for change in the tourism industry**Castelló Molina, I.; Lozano Soler, J. M.; Barberá, D.
25th EGOS Colloquium
European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009**Diasio, Stephen****Agell Jané, Núria****The evolution of expertise in decision support technologies: A challenge for organizations**13th International Conference on Computer Supported Cooperative Work in Design
Universidad de Chile
Santiago de Chile, 22/04/2009 - 24/04/2009**Dröge, Henning****Heras Forcada, Miguel Ángel****Exploring innovation measurement approaches in the service sector: Insights from the hospitality industry**2009 Performance Measurement Association Conference
Performance Measurement Association (PMA)
Dunedin, New Zealand, 14/04/2009 - 17/04/2009**Dröge, Henning****Hildebrand, Dagmar****Ramis Pujol, Juan****Absorptive capacity within new service development projects: A process study**25th EGOS Colloquium
European Group for Organizational Studies (EGOS)
ESADE
Barcelona, 02/07/2009 - 04/07/2009

Esteve Laporta, Marc

Saz-Carranza, Ángel
Ysa Figueras, Tamyko

Bureaucrats vs. sharks: Managing sector differences in public-private joint ventures

25th EGOS Colloquium
European Group for Organizational Studies; ESADE
Barcelona, 02/07/20209 - 04/07/2009

Fox, Paul

Wareham, Jonathan D.
Cano Giner, Josep Lluís

The Microsoft bazaar: Value appropriation in hybrid technology ecosystems

International Conference on Information Systems, ICIS 2008
Association for Information Systems (AIS)
Paris, France, 14/12/2008 - 17/12/2008

Hildebrand, Dagmar**Dröge, Henning****Knowledge Performance Measurement - Ein ganzheitlicher, prozessorientierter Ansatz zur Ermittlung des Wissenspotenzials in Unternehmen**

In *Wissensmanagement heute: Strategische Konzepte und erfolgreiche Umsetzung*
Wolfgang Jaspers & Gerrit Fischer (eds.)
München: Oldenbourg Wissenschaftsverlag, 12/2008
p. 33-64

Ilipinar, Gursel

Montaña Matosas, Jordi
Iglesias Bedós, Oriol

Designer as a midwife

3rd International Conference on Rethoric and Narratives in Management Research
ESADE; ESADE. GRACO Research Group; EDAMBA; EUDOKMA; EIASM
Barcelona, 12/03/2009 - 14/03/2009

Ilipinar, Gursel

Montaña Matosas, Jordi

Design Orientation: The antecedents, research propositions and managerial implications

Ilipinar, G.; Srivastava, R.; Montaña Matosas, J.; Johnston, W.
ANZMAC Doctoral Colloquium
Australian and New Zealand Marketing Academy (ANZMAC)
Sydney, Australia, 03/12/2008

Lecuna Bueno, Antonio**Chavismo Popular Movement Decentralisation Reforms**

The First Global Dialogue of Ethical and Effective Governance
European Group of Public Administration (EGPA); American Society for Public Administration (ASPA). The Ethics Sections; VU University Amsterdam
Amsterdam, 28/05/2009 - 30/05/2009

The main responsible force behind the repeated misadventures with decentralisation in Venezuela seems to be the obsolete and inefficient subnational bureaucracy. One feasible decentralisation reform that should reorganise the rigid modus operandi of corrupt bureaucratic processes in Venezuela would be to decrease the quantity of subnational governments by consolidating poor and unpopulated units into relatively more efficient and autonomous organisations of governance. And this is something that fits perfectly in the left-wing political agenda of the chavismo popular movement.

López Vega, Henry Nelson**Facilitating Technological Systems of Innovation: The Role of Intermediary Organizations**

DRUID Winter Conference
Aalborg University, 22/01/2009 - 24/01/2009

This research is mean to contribute to explain the formation process of Technological Innovation System from the perspective of an established European form of organizational intermediation, called the Living Labs. Previous studies on has studied intermediation from social network perspective (Burt, 1992), principal agent theory (Braun 1993) and theory on market brokerage (Khurana, 2002). This study of intermediary organizations, however, attempts to contribute to the literature on TSI (Carlsson, 1995; Bergek et al., 2008) by explaining the circumstances under which intermediaries, usually combinations of public-private partnerships, contribute with the transfer of knowledge and formation of a new technological systems as well as their role including users into the creation and development of a new groups of technologies.

López Vega, Henry Nelson

Wareham, Jonathan D.

Open Innovation intermediaries: Towards a typology and theory of intermediaries. The case of the European Living Labs

1st ESADE-HEC Symposium on Transversal Topics
EsadeCreapolis-ESADE
Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

25th EGOS Colloquium

European Group for Organizational Studies; ESADE
Barcelona, 02/07/2009 - 04/07/2009

Malagueño de Santana, Ricardo**Assessing Performance in Management Accounting Research**

6th Conference on New Directions in Management Accounting
European Institute for Advanced Studies in Management (EIASM)
Brussels, 15/12/2008 - 17/12/2008

This paper aims to review how performance has been assessed in prior contingency-grounded, survey-based management accounting and control systems research, to analyze the alternative approaches that have been adopted in the literature, and to provide some guidelines for enhancing the assessment of performance in future survey-based empirical research. First, the paper identifies a total of 75 survey-based, contingency-grounded papers published in top accounting journals in the period 1982-2007 where performance was used a variable of analysis. It

was observed that, for both the individual and organizational level, the use of self-reported, primary measures predominates. While in recent years there has been a moderate trend towards the increased use of approaches other than self-reported, primary measures, these are still the most widely used. Second, this paper discusses on the main methodological problems of self-reported perceptual measures of performance. Specifically, this study examines the problems of a) conceptualization that are reflected by misspecification and, b) problems of operationalization expressed through common method bias. The goal of the article is to provide insights that could assist researchers in selecting between the various available choices of performance measurement by considering their respective weaknesses and strengths. Additionally, the paper presents the main sources of bias and offers possible solutions that could be used as guidelines for future research.

Bisbe Viñas, Josep
Malagueño de Santana, Ricardo

The choice of interactive control systems under different innovation management modes

European Accounting Review (2008 IF=0.633)

Vol. 18, no. 2, 06/2009, p. 371-405

Moreira Ottani, Sabrina

Bou Alameda, Elena
Saz-Carranza, Ángel
Collet, François Hervé René

Balancing unity and diversity in the governance of interorganizational innovation networks: Preliminary findings, propositions and empirical work

25th EGOS Colloquium

European Group for Organizational Studies; ESADE
Barcelona, 02/07/2009 - 04/07/2009

Moreira Ottani, Sabrina

Bou Alameda, Elena

Bridging old worlds and building new ones: The challenge of integrating knowledge in innovation networks

25th EGOS Colloquium

European Group for Organizational Studies (EGOS); ESADE
Barcelona, 02/07/2009 - 04/07/2009

Moreira Ottani, Sabrina

Bou Alameda, Elena

Connecting worlds: The role of innovation brokers in the context of innovation networks

1st ESADE-HEC Symposium on Transversal Topics

EsadeCreapolis – ESADE

Sant Cugat, Barcelona, 02/04/2009 - 03/04/2009

Organizational Learning, Knowledge and Capabilities (OLKC)

Amsterdam, 25/04/2009 - 28/04/2009

Bou Alameda, Elena

Saz Carranza, Ángel

Collet, François Hervé René

Moreira Ottani, Sabrina

Model Design: Creating a new collaboration model: Report: SUCCESS work package 2

Searching Unprecedented Cooperations on Climate and Energy to enSure Sustainability (SUCCESS), 01/2009

38 p.

Arenas Vives, Daniel

Rodrigo Ramírez, Pablo

Dificultades de encaje de lo medioambiental en la ética empresarial

17º Congreso EBEN-España

European Business Ethics Network (EBEN)

Granada, 25/06/2009 - 26/06/2009

Sipahi Dantas, Alaide

Batista-Foguet, Joan Manuel

Serlavós Serra, Ricard

Development of a questionnaire to measure emotional and social intelligence competencies

ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw

Warsaw, 30/06/2009 - 03/07/2009

Sipahi Dantas, Alaide

Batista-Foguet, Joan Manuel

Serlavós Serra, Ricard

A motivational model of emotional intelligence competency display

ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw

Warsaw, 30/06/2009 - 03/07/2009

Sipahi Dantas, Alaide

Serlavós Serra, Ricard

Batista-Foguet, Joan Manuel

Boyatzis, Richard

Different ways to approach a management development course: The Esade Business School experience

ESRA 2009. 3rd Conference of the European Survey Research Association

European Association for Survey Research; Institute of Philosophy and Sociology of the Polish Academy of Sciences; The Department of Law of the University of Warsaw

Warsaw, 30/06/2009 - 03/07/2009

AWARDS AND OTHER ACOLLADES

Arenas Vives, Daniel**Rising Star Award****Faculty Pioneer European Awards**

2009 - European Academy of Business in Society & Aspen Institute
Center for Business Education
Barcelona, 2009

Los Faculty Pioneer Awards son, desde hace más de una década, unos de los premios más destacados dentro del mundo de las escuelas de negocios y tiene por objeto reconocer el excepcional trabajo académico, de investigación y de pensamiento en general, de diferentes profesores de programas MBA de todo el mundo.

Dolan, Simon**Highly Commended Award**

2009 - Emerald Literati Network
Dolan, S. & col.
Emerald
02/2009

Emerald Best published paper award in 2008: "Predictors of quality of work and poor health amongst primary health-care personnel in Catalonia: Evidence based on cross sectional retrospective and longitudinal design", published in the journal: *International Journal of Health Care Quality Assurance*. Award will be given during the Academy of Management meeting, August, Chicago 2009.

López Vega, Henry Nelson**Ramis Pujol, Juan****Highly Commended**

2008/2009 Emerald/EMRBI Business Research Award for Young
Emerald; EuroMed Research Business Institute (EMRBI)
Salerno, 2009

Este premio concedido por Emerald y EuroMed Research Business Institute está dedicado a investigadores menores de 38 años y a doctorandos de cualquier edad, pudiendo compartir coautoría con un académico senior. En el artículo presentado: "Collaborative innovation: The instrument for development in the Mediterranean System of Innovation (MSI)" se ha valorado el análisis de riesgos, oportunidades y tendencias en la región del Mediterráneo europeo.

Mendoza Mayordomo, Xavier**Vernis Domènech, Alfred****The changing role of governments and the emergence of the relational state**

Emerald Literati Network 2009, Awards for Excellence
03/2009

The article "The changing role of governments and the emergence of the relational state" of Alfred Vernis and Xavier Mendoza, published in the *Journal Corporate Governance*, has won the Outstanding Paper Award 2009 for the best article in the year 2008.

Trías de Bes, Fernando**Premio de Hoy – II edición**

Ediciones Temas de Hoy
Madrid, 28/04/2009

Libro premiado: *El hombre que cambió su casa por un tulipán*

Premio: 60.000 €

Premio al ensayo divulgativo inédito y escrito en lengua castellana, que ha recaído en la obra *El hombre que cambió su casa por un tulipán: qué podemos aprender de la crisis y cómo evitar que vuelva a suceder*. En la obra se analizan "las burbujas más irracionales de la historia" para proporcionar las claves de la crisis actual y extraer conclusiones para afrontar con garantías el presente y futuro".

Valls Giménez, Josep Francesc**Premio 2009 de la Fundació Barcelona Comerç**

06/2009

Premio a la trayectoria académica y de divulgación al servicio del comercio urbano y de un modelo de ciudad social y sostenible.

ESADE

Ramon Llull University

Campus Barcelona - Pedralbes

Av. Pedralbes, 60-62
08034 Barcelona
Tel. + 34 932 806 162
Fax + 34 932 048 105

Campus Barcelona - Sant Cugat

Av. Torreblanca, 59
08172 Sant Cugat, Barcelona
Tel. + 34 932 806 162
Fax + 34 932 048 105

Campus Madrid

Mateo Inurria, 25-27
28036 Madrid
Tel. + 34 913 597 714
Fax + 34 917 030 062

Campus Buenos Aires

Av. Libertador, 17.175
Becar - San Isidro
B1643CRD Argentina
Tel. +54 11 4747 1307

www.esade.edu