ESADE

Ramon Llull University

inspiring futures

Research

Yearbook 2009-2010

Research

Yearbook 2009-2010

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Introduction

EUGENIA BIETO
Director General

It is with great pleasure that I present the 2009-2010 edition of the *ESADE Research Yearbook*. It contains a summary of the contributions to research made by the ESADE academic community over the past year, and includes not only research information but also details on knowledge creation and knowledge improvement in the areas of both Management and Law.

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

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

ALFONS SAUQUET
Dean, ESADE Business School

Arguably, a research yearbook is an indication of a capability to act.

There is little doubt about the importance of research in a business school. Research activity is an indication of intellectual vitality measured by the degree to which faculty systematically contribute to the advancement of knowledge in specific communities of scholars. Each piece of research is thus a building block of academic rigour.

Research is also a clear indication of commitment to action. On the one hand, it is so as long as knowledge does not remain a proprietary product shared among inhabitants of the so-called ivory towers of academia. As long as the knowledge-creation process and its output continue to inform the discussions and debates taking place in programmes, research will constitute the infrastructure of education. And, indeed, it enlivens the true core of educational activities.

On the other hand, research is, amazingly, an indication of a restless attitude towards the present. It is so, because sooner or later knowledge creates further knowledge that impacts and transforms the world. Thus, such aspirations for knowledge creation are as much an indication of academic quality as they are an aspiration for the transformation of society itself.

It is therefore a pleasure to share with you a testimony of such aspirations, which have been collaboratively developed by ESADE Business School faculty throughout the academic year.

ENRIC R. BARTLETT CASTELLÀ
Dean, ESADE Law School

This edition of the *ESADE Research Yearbook* boasts almost eighty entries in Catalan, Spanish and English from an outstanding group of fourteen Law School faculty members. The main themes include business law, market regulation, forensic evidence, and family law, but also include forays into areas such as civil servant regulation, social cohesion, and legal pedagogy.

This broad portfolio of research not only demonstrates the plurality of the ESADE law faculty, but also the catalysing effects of the research units. Particularly noteworthy is the output of the Institute of Forensic Evidence and Probative Law. Overall, this research yearbook not only provides a strong testimonial to what we have achieved, but also frames many challenges that will be prioritized in the future. For example, projects such as the Center for Transnational Legal Studies, where ESADE collaborates with twelve international laws schools around the world, will become a model for future modes of trans-national legal research emphasized by ESADE.

While respecting the intellectual freedom of our researchers, we also need to cultivate strong programs of cross-disciplinary collaboration that generate synergies across partner universities to ultimately ensure the relevance of our research.

JONATHAN WAREHAM
Vice Dean of Research

It has been an outstanding year for research at ESADE, with unprecedented levels of research output, quality and impact. This is a result of the fact that each year ESADE invests more and more in research, reinforcing our commitment to address the most formidable research challenges in managerial, legal and social sciences. Our emphasis on research ensures that ESADE faculty actively participate in the dialogues, debates and scientific advances 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 non-profit organisations that interact with ESADE engage in informed and relevant dialogue;

- 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 underway.

Thank you for your interest in ESADE research. We hope this *Research Yearbook* will be a valuable resource and inspire you to approach ESADE as an active participant and join us in our evolution as an academic institution renowned internationally for the quality and impact of our research.

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

Research Groups

Business Network Dynamics Research Group (BuNeD)

One of the determinants of a company's competitive advantage are the inter-organisational networks in which it participates. The group's research focuses primarily on the study of how organisations establish, build and manage business networks with their partners and also on the dynamics involved in the development, growth and demise of such networks.
The group conducts analysis at different levels (group, company and sector), from a multidisciplinary perspective: operations; supply chain; information systems; marketing; organisational theory. The members of the group use both qualitative and quantitative methods and, in particular, lay emphasis on models and methods developed for social network analysis: multidimensional scaling; cluster analysis; graphic representation techniques; multilevel, redundant analysis.
Cristina Giménez is the Principal Investigator.

Brand and Consumption Research Group (GRECOMAR)

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

Law and Family Research Group

This group works on two major research lines:
New family models and their legal implications: reconstituted or step families; marriage, adoption and homosexuality; family protocol as a necessity in light of the new family models, and the young/elderly in current society.
Family mediation: An analysis of the current situation regarding family mediation in our country, potential interregional problems and the skills and competencies of family mediators.
Francisco Rivero Hernández and Teresa Dupla Marín are the Principals Investigators.

Knowledge Engineering Research Group (GREC)

This research group includes researchers from ESADE and Universitat Politècnica de Catalunya. Since its inception, the group's multidisciplinary component has enabled it to work both in basic and applied research. Its main activity focuses on research and the development of techniques in the area of artificial intelligence.
The objectives of GREC's research at ESADE revolve around two axes: the development of methodologies related with artificial intelligence in unstructured environments (incomplete, imperfect and/or inaccurate); the application of these methodologies in related fields of decision making, finance and marketing.
Officially recognised as a consolidated research group by the Government of Catalonia's Department of Innovation, Universities and Enterprise (2009).
Nuria Agell is the Principal Investigator.

Learning, Knowledge and Organization Research Group (GRACO)

Research group on the creation of knowledge and its future dissemination in the area of learning, knowledge and change within the organisational context. In continuous interaction with the business sector, this multidisciplinary group promotes empirical research. It conducts research into how knowledge is created within organisations and how innovation processes and organisational change are generated.

GRACO's strategic research lines are: research and knowledge creation in the areas of research and innovation management; knowledge transfer; knowledge in organisations; research into inter-organisational relationships and networks.

Officially recognised as a consolidated research group by the Government of Catalonia's Department of Innovation, Universities and Enterprise (2009).

Elena Bou is the Principal Investigator.

Economics and Finance Research Group (GREF)

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

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

Ariadna Dumitrescu is the Principal Investigator.

Legal Guidelines and Social Change Research Group

The research lines and projects of the Research Group in Legal Guidelines and Social Change are:

- Field studies on social development in an area determined by the law, exploring empirical indices to diagnose the need, improvement or utility of the law in order to optimise individual and social results.
- The critical review of the role and value of traditional institutions for the law.
- Analysis of the different alternatives of the law with respect to social reality, including historical law and comparative law.
- Study and advice on improving legal regulations and legal institutions in general.

The Observatory for Quality and Effectiveness of Laws (OCEL) was set up to promote critical and neutral analysis of the legal system's maintenance and renewal. This will range from aspects of technical quality, syntax and the grammatical accuracy of legislation, to its educational value, costs and actual influence on social behaviour.

Sergio Llebaria Samper is the Principal Investigator.

Tourism Management Research Group (GRUGET)

With a strong vocation for innovation and internationalisation, this research group aims to create knowledge in the field of sustainable management for businesses and tourist destinations, and to promote exchanges between all the agents involved. Given the economic importance of tourism, research and innovation are increasingly necessary to maintain and improve the competitiveness of the sector. This crosscutting activity means that the group is multidisciplinary and global in scope and, therefore, external collaborations are international. Its research areas include social marketing, innovation, quality management and management indicators.

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

Officially recognised as an emerging research group by the Government of Catalonia's Department of Innovation, Universities and Enterprise (2009).

Mar Vila is the Principal Investigator.

Centres

Brand Centre

The purpose of the Brand Centre is to conduct thorough and useful research capable of responding to relevant issues and facilitating decision-making processes that affect brands, using solid research and analysis tools to provide practical and effective solutions. It also focuses on creating new knowledge on brands and their management, and on disseminating this knowledge among the business sector and academia.

The centre's research covers two main areas: a more generalist approach to management and brand strategies, on the one hand, and thematic research into their specific application, on the other.

Josep M. Oroval is the Director of the Centre.

ESADE Centre for Cultural and Creative Industries (CEIC)

With intellectual rigour, critical thinking and academic excellence, the vocation of this centre is to promote management through training, consultancy and the dissemination of scientific and social research material.

The research conducted by this centre explores key issues related with managing businesses and creative and cultural institutions from the perspective and needs of leadership, management and entrepreneurship.

José M. Álvarez de Lara is the Director of the Centre.

Observatory on Spanish Multinational Companies (OEME)

The OEME aims to become a benchmark in terms of studying the opportunities and challenges affecting companies in advanced stages of internationalisation. It also aims to contribute towards identifying and disseminating 'good practices', working closely with the companies themselves, and is presented as an open platform for the exchange of experiences and knowledge between companies and institutions that promote foreign investment projects.
Pere Puig is the Principal Investigator and Xavier Mendoza is the Director of the Observatory.

Leadership Development Research Centre (GLEAD)

The mission is to help people realize and reach for their dreams. That is, to help people in organizations (from individuals to teams, communities, work organizations and countries) inspire better, more caring and fulfilling lives; lives that foster personal and social development, and enhance the sustainability of human organizations.
The primary purpose is to create insight into the mysteries of leadership. Effective leadership activates human and social capital. It builds lasting relationships, lifts us up and makes us feel good. It shows that individuals can do better by creating a state of well-being around them. We, therefore, seek to create new knowledge and insight that deepens the understanding of outstanding leadership and the competencies that support it and make people engage wholeheartedly at work.
The research lines are: Individual Emotional and Social Competencies, Group Emotional and Social Competencies, and Coaching and Development of Emotional and Social Competencies.
Joan Manuel Batista is the Principal Investigator and Director of the Centre..

Institutes

ESADE Entrepreneurship Institute (EEI)

This institute promotes relevant and rigorous research in entrepreneurship. IIE focuses on eight areas of research, which are: entrepreneurship; female entrepreneurs; corporate entrepreneurship; corporate intrapreneurship; creativity; growth and internationalisation; entrepreneurial finance; family businesses.
Linked to IIE, the Research Group in Entrepreneurship (GRIE) aims to contribute to producing knowledge on entrepreneurship in the hope of promoting the creation of sustainable and innovative businesses.
Officially recognised as a consolidated research group by the Government of Catalonia's Department of Innovation, Universities and Enterprise (2009).
Marcel Planellas is the Principal Investigator of the GRIE and M. Luisa Alemany is the Director of the Institute.

Institute for Social Innovation (IIS)

The Institute for Social Innovation encourages and supports research aimed at promoting management skills in the third sector. With this purpose in mind, its various programmes focus on the study of three main lines: the integration of CSR into business strategy and the relationship with stakeholders; leadership and management of NGOs; social entrepreneurships.
The Research Group on Corporate Social Responsibility (GRRSE), linked to IIS, investigates the processes involved in strategically redefining the relations between company and stakeholders as the linchpin for the debate on corporate responsibility in society.
Officially recognised as an emerging research group by the Government of Catalonia's Department of Innovation, Universities and Enterprise (2009).
Daniel Arenas is the Principal Investigator of the GRRSE and Ignasi Carreras is the Director of the Institute.

Institute of Forensic Evidence and Probative Law (IPDP)

The aims of the IPDP are: to provide quality teaching through courses, seminars and conferences; to set up R&D groups on evidence; to attend social debate issues; to internationalise its activities.
The IPDP's aims are also: to analyse the theoretical and practical aspects of forensic evidence and probative law; to train professionals related with the Administration of Justice in forensic evidence and probative law; to provide informed opinion and propose criteria; to encourage research in this area.
The IPDP has a trial research group with three main research lines: one dedicated to the civil proceedings; the other to new technologies used in probative law; and, most recently, another involved with criminal proceedings.
Its research on civil proceedings investigates the aspect of probative resources in civil proceedings, while research on new technologies used in probative law focuses on the study of electronic evidence in civil proceedings. Abel Xavier is responsible for both lines of research.
Its line of research in criminal proceedings focuses on research techniques and probative evidence in criminal proceedings and in investigative and forensic activities in criminal proceedings. Manuel Richard González is responsible for this line of research.
The IPDP publishes a quarterly magazine, *Cuadernos de Probática y Derecho Probatorio*, published as a supplement to the daily publication *La Ley*.
Xavier Abel Lluch is the Director of the Institute.

Institute of Labour Studies (IEL)

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

Institute of Public Governance and Management (IGDP)

The Institute of Public Governance and Management, created in 1993 and directed by Professor Francisco Longo, focuses its activity on government and public sector organisations. The Institute's lines of activity include public management training through the Executive Master in Public Administration, research and social debate on different areas of management, and public administration.
This institute's mission is based on a marked commitment to innovation in the public sector in terms of modernising and improving public administrations. The public management perspective provides the public sector with the essential tools and, above all, values: responsiveness; citizen/customer service orientation; responsibility for results; transparency; accountability.
The Research Group in Leadership and Innovation in Public Management (GLIGP), linked to IGDP, conducts research in the theoretical framework of governance, based on two major themes: public, democratic leadership to enhance institutional development; the analysis of networks, transversality, collaborations and partnerships in innovation in governance.
Officially recognised as a consolidated research group by the Government of Catalonia's Department of Innovation, Universities and Enterprise (2009).
Tamyko Ysa is the Principal Investigator.

Chairs

Chair in LeadershipS and Democratic Governance

This Chair aims to promote an ongoing dialogue between the organisations (companies, administrations, NGOs) and actors (entrepreneurs, managers, politicians, and social, civic and union representatives, etc.) who currently assume – responsibly – the challenges of governing a world that is at once global and local. It takes up the challenge of studying and promoting innovative ways of leadership that are appropriate to our complex environments. It also studies leadership as a means of promoting progress, welfare and cohesion in contemporary society through a threefold entrepreneurial, social and political approach aimed at forging links between these three fields, in addition to analysing the respective institutional frameworks.
Many ESADE faculty members participate in this Chair, directed by Ángel Castiñeira, together with researchers and leading figures involved in business, politics and social initiatives.

Chair of Design Management

The research activities of the Chair of Design Management are based on: studying the economic implications of investing in design firms; analysing the different business management models in design; studying corporate culture in design-oriented companies and the relationship with market orientation; the role of design in branding; the relationships between design and corporate social responsibility (which includes relations with social and cultural development, environmental stewardship and sustainable development). Within this ambit, the Chair also studies business opportunities for inclusive or universal design. As a new activity, it also studies design thinking as a tool for non-technological innovation.
Jordi Montaña is the Director and Principal Investigator of the Chair.

Javier Solana,
President of the Centre

ESADEgeo Centre for Global Economy and Geopolitics

Created in January 2010, the ESADEgeo Centre for Global Economics and Geopolitics focuses on the evolution of global society: It analyses the global economy, corporate leadership and good practices in public policy. Designed to instigate reflection, academic analysis and public debate focused on the role of public institutions, multinationals and other international actors, the Centre will comprise a large number of ESADE experts in the areas of corporate internationalisation, macroeconomics, public policy and leadership.

ESADEgeo aims to become an international benchmark in the study of economic globalisation and global governance, along with their implications for the various social actors: companies, governments and civil society organisations.

The mission of the centre is a) to produce practical knowledge on economic globalisation and its interrelationships with geopolitics and global governance, addressing the various social actors: governments, companies and civil society organisations, and b) to disseminate and create opportunities to apply that knowledge (aimed at institutional strengthening and developing the various actors' organisational capacities).

The Centre will conduct research into the study of economic globalisation and its interactions with geopolitical and global governance, and produce knowledge on the connections among business leadership, economics, politics, social realities and global governance.

Javier Santiso, Associate Professor in the Department of Economics, is the Academic Director and Angel Saz-Carranza is the Co-ordinator.

Javier Solana Madariaga is the President of the Centre.

KIC InnoEnergy

The entry submitted by ESADE and Universitat Politècnica de Catalunya (UPC) has won the European competition to create the biggest innovation project in sustainable energy. This project, called KIC InnoEnergy, will involve an initial investment of 450 million euros over the next four years and is being promoted by the recently set up European Institute of Innovation and Technology (EIT), which aims to become a global benchmark in innovation.

The EIT, in its quest to achieve greater integration between universities, the business world and research centres, held a competition to create three major centres of innovation and knowledge known as Knowledge and Innovation Communities (KIC). InnoEnergy energy will be the sustainable energy KIC. The other two centres will deal with the information society and climate change.

In addition to ESADE and UPC, the consortium has entered into partnership with several companies from the energy sector including Gas Natural-Fenosa, Iberdrola, EDF, Vattenfall, ABB and Total. Among others who contributed to designing the winning entry were the Royal Institute of Technology, in Stockholm (Sweden), and the Karlsruhe Institute of Technology (Germany) as well as research centres such as IREC, CIEMAT and CEA.

ESADE Business School is the benchmark for KIC InnoEnergy and the Corporate Innovation Unit for the entire network is based at ESADECREAPOLIS, where it promotes excellence, network development and collaborative innovation at the six European hubs.

The aim of the project in the first four years is to provide management training to over 1,500 students from specific international programmes to enable them to become technological sector leaders with an extensive entrepreneurial culture. Another aim is to create more than 60 new patents and launch more than 50 start-up companies.

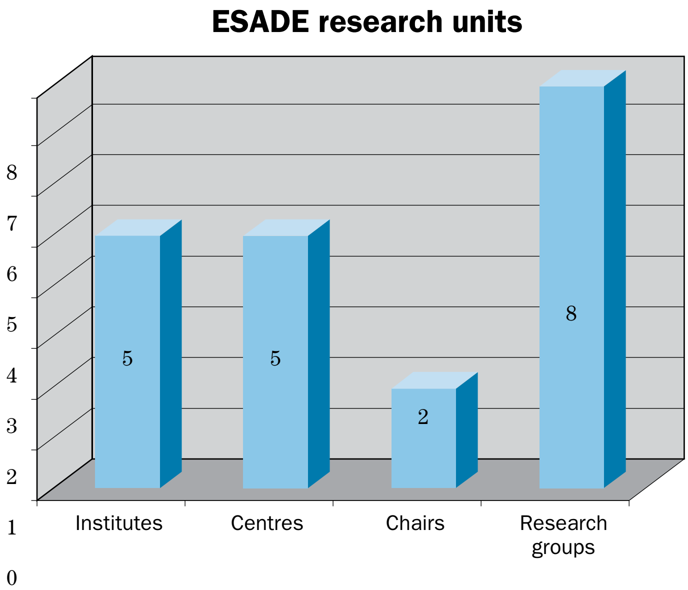
KIC InnoEnergy will have six operating centres, located in Barcelona, Stockholm, Karlsruhe, Grenoble, Eindhoven and Krakow. These centres will co-ordinate different thematic areas related to the field of sustainable energy. The Spanish operations centre based in Barcelona, called Co-Location Center Iberia, will bring together Spanish and Portuguese partners and co-ordinate all KIC InnoEnergy projects on renewable energy.

UPC will co-ordinate technical training activities in renewable energy, and IREC will be responsible for co-ordinating research activities and research projects. ESADE will focus on turning innovation into business opportunities, providing management and entrepreneurship training for future technological sector leaders.

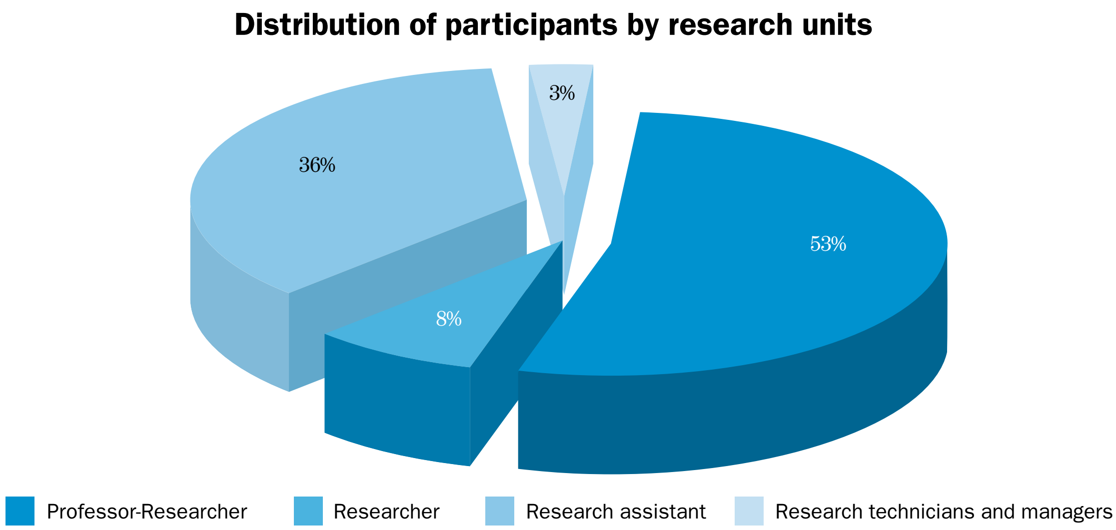
Professor Elena Bou of ESADE's Department of Operations Management and Innovation is the Project Director at ESADE.

ESADE Research Figures

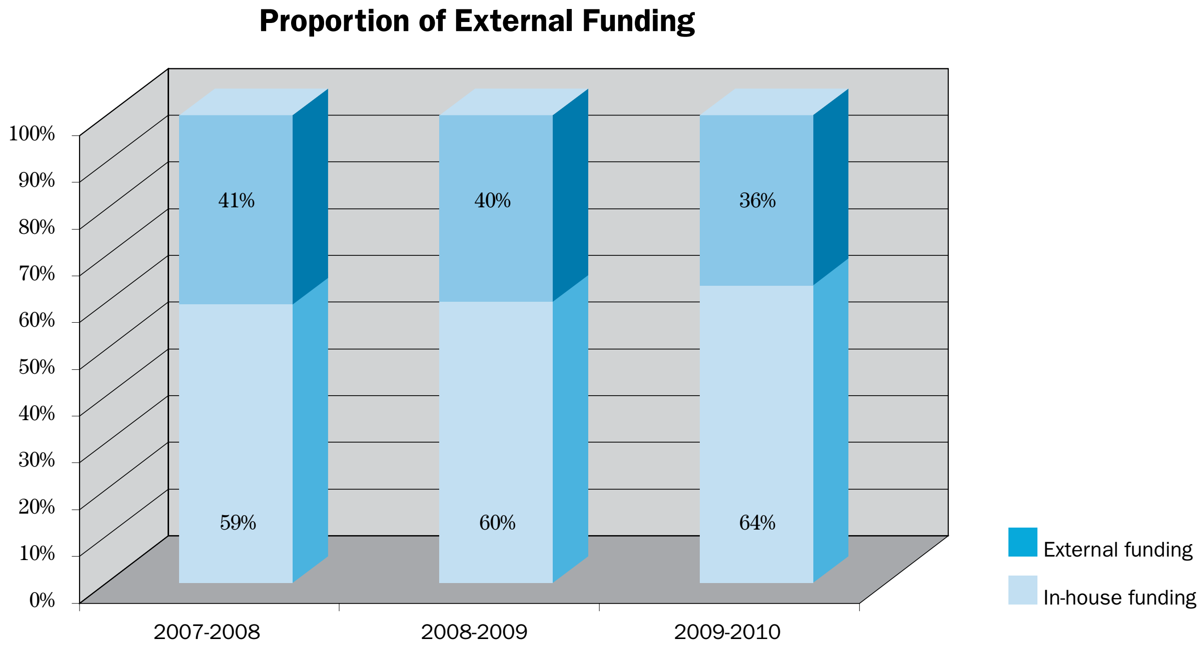
Human Resources



ESADE Research Units	
Institutes	5
Centres	5
Chairs	2
Research groups	8
Total	20
Recognised as a Catalan Research Group *(Grup de Recerca de Catalunya, GRC)*	7
Professors - participate in research groups	94
Professors - do not participate in research groups	38
Total departmental professors	132
Research Group Participants	
Professor-Researcher	94
Researcher	15
Research Assistant	64
Research Technicians and Managers	6
Total	179



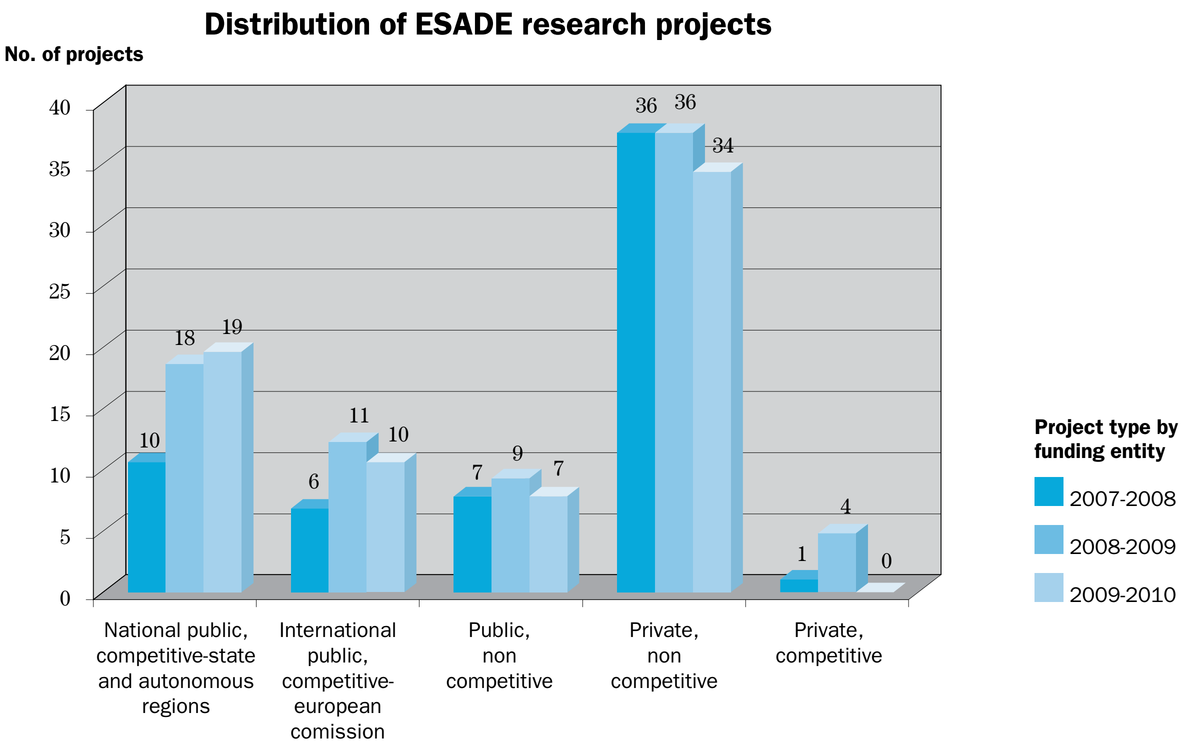
Funding Sources



Research Projects

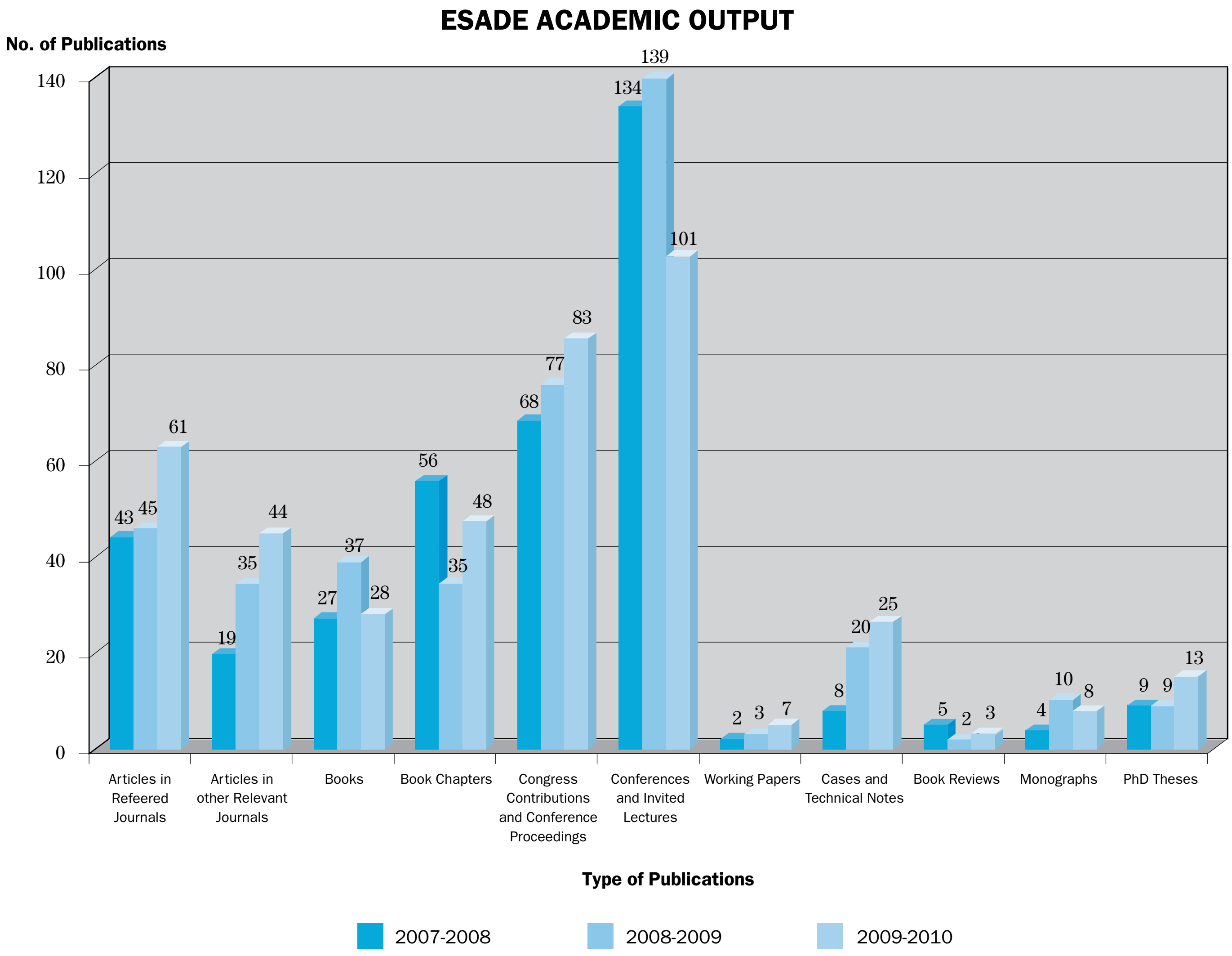
Number of research projects run by ESADE research units

Year	Projects
2005-2006	43
2006-2007	48
2007-2008	60
2008-2009	78
2009-2010	70



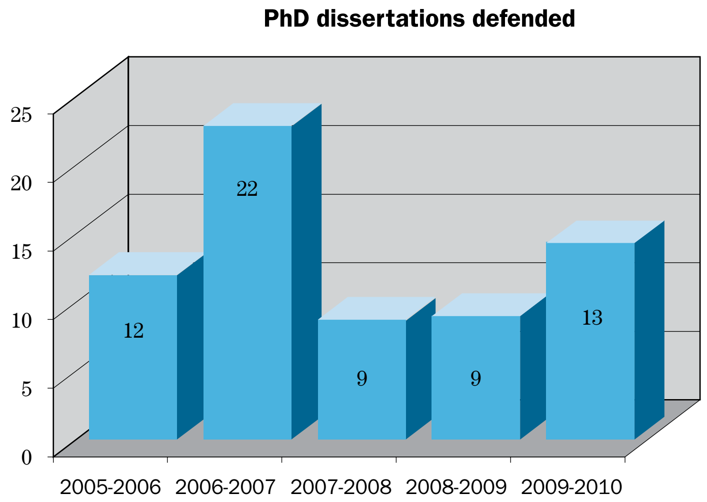
Research outputs

Publication / Year	2007-2008	2008-2009	2009-2010
Articles in refereed journals	43	45	61
Articles in other relevant journals	19	35	44
Books	27	37	28
Book chapters	56	35	48
Congress contributions and conference proceedings	68	77	83
Conferences and guest lectures	134	139	101
Working papers	2	3	7
Cases and technical notes	8	20	25
Book reviews	5	2	3
Monographs	4	10	8
PhD theses	9	9	13

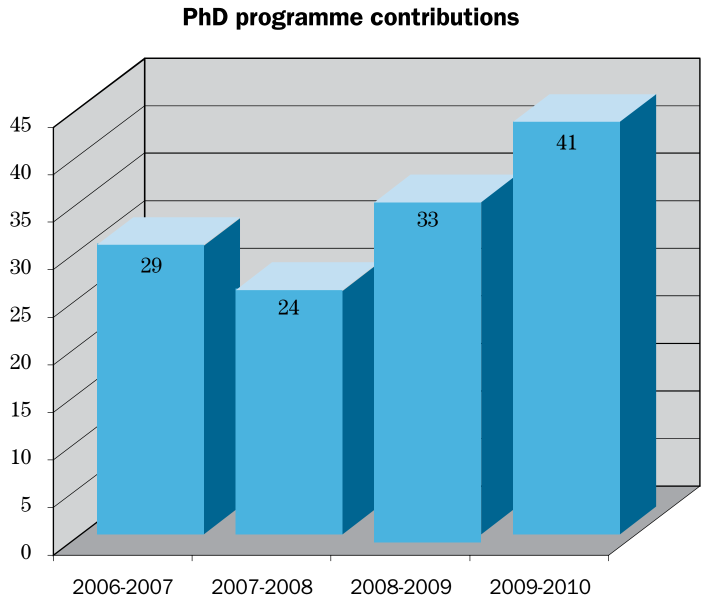


Research and the PhD Programme

Academic Contribution: PhD Dissertations



Academic Contribution: Publications



Internationalisation of the PhD Programme

Geographic Origin of PhD Programme Candidates

	2007-2008	2008-2009	2009-2010
Spain	2	2	2
EU	3	4	3
Latin America	3	4	1
USA / Canada	2	2	1
Asia			2
Rest of the world	1	1	2
Total	**11**	**13**	**11**

ESADE'S 6TH ANNUAL RESEARCH DAYS

ESADE's VI Annual Research Days were held on 22nd and 23rd June 2010 at the Sant Cugat Campus and were attended by over 60 researchers from ESADE's various research units and departments. The event was intended as an opportunity to share the research conducted by ESADE during the preceding academic year and to reflect on the importance of research for social, political and economic development.

Presiding over the inaugural session were Dr Josep Maria Garrell, Vice-Rector of Research and Innovation at Universitat Ramon Llull, and Professor Jonathan Wareham, Director of Research at ESADE Business School.

The Annual Research Days consisted of four sessions in which ESADE Research Units (from the Business School and Law School) presented their latest research along with other projects and milestones from the academic year. A presentations session, co-ordinated by the Business School's Director of Research, also offered new faculty and researchers at ESADE Business School the possibility of reporting on their backgrounds, projects and objectives from a very personal perspective.

Two lectures were also delivered: One by Dr Jordi Galí, Director of the Research Centre for International Economics (CREI), Professor in the Department of Economics at Universitat Pompeu Fabra and Research Professor at the Barcelona Graduate School of Economics, who presented his ideas on the current state of research in economics; and another by Dr Miguel Beato, Director of the Barcelona-based Centre for Genomic Regulation (CRG) and Senior Researcher and Co-ordinator of the Centre's Gene Regulation Programme, who spoke on the specific organisational characteristics of a large research centre such as CRG.

For his part, Professor Jaime Bonache, Professor in the Department of Human Resources Management at ESADE, delivered the lecture 'Academic Research and Practice in Management Sciences. From academic research to teaching'.

The event was rounded off with a workshop on the organisation of major academic events, which was used as a vehicle for sharing some of the participants' experiences in organising such events. The session was led by Professor Jatinder Jit Singh, Assistant Professor in the Department of Marketing Management at ESADE.

Professor Jonathan Wareham, ESADE Business School's Director of Research, presented the conclusions of the VI Annual Research Days along with some of the major research issues at ESADE Business School.

An address was delivered by Dr Enric Bartlett, Dean of ESADE Law School, during the closing session.

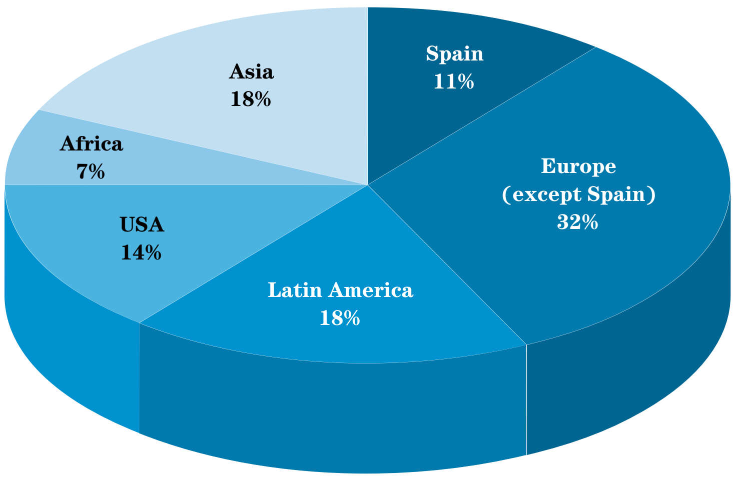
PhD PROGRAM

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.

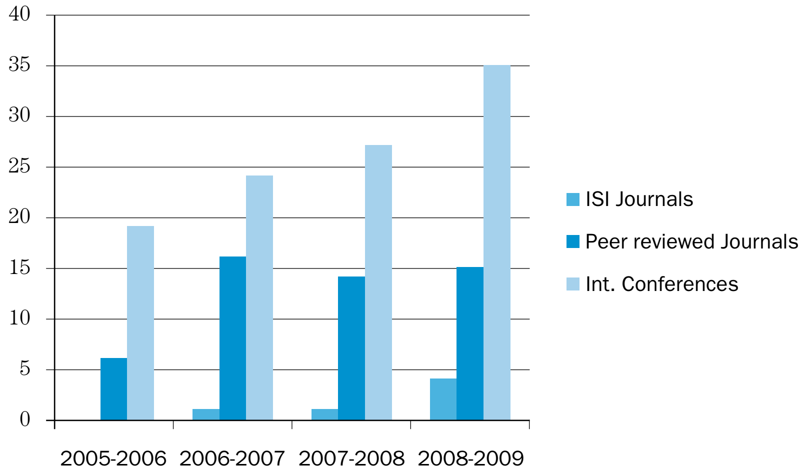
The following chart shows the distribution of current PhD students in research units.

Research Groups	1st year research period	2nd year research period	3rd year research period	4th year research period
GRIE	2	2	3	1
IGDP	0	1	0	1
GREF	0	1	1	2
GRACO	2	1	1	2
GREC	0	0	1	1
IEL	2	1	1	1
IIS	1	3	0	0
GLEAD	1	1	1	0
BUNED	0	1	0	0
GRECOMAR	2	0	0	0
TOTAL	**10**	**11**	**8**	**8**

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

Doctorate candidates' 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
AOPC
BARCELONA DIGITAL
BBVA
CAIXA MANRESA
CÁMARA DE COMERCIO AMERICANA
CRITERIA CAIXACORP
DELOITTE
EGARSAT
FUNDACIÓ "la Caixa"
FUNDACIO CAIXA CATALUNYA
FUNDACIÓ CAIXA SABADELL
FUNDACIÓ LLUÍS CARULLA
FUNDACIÓN AGBAR
FUNDACIÓN CULTURAL BANESTO
FUNDACIÓN INSTITUTO EDAD Y VIDA
FUNDACIÓN NOVIA SALCEDO
FUNDACION PRICEWATERHOUSECOOPERS
FUNDACIÓN REPSOL
GAS NATURAL SDG
GENERALITAT DE CATALUNYA
HOTELES HESPERIA
IBM
ICEX
INTER PARTNER ASSISTANT ESP.
INTERES INVEST IN SPAIN
KPMG
MICROBANK LA CAIXA
PORTEVRO - SERVIÇOES DE APOIO AS EMPRESAS, UNIPESSOAL, LDA
PRICEWATERHOUSECOOPERS
PROMOCIÓN Y PLANIFICACIÓN HOTELERA
SOC. ESTATAL PARA LA PROM. Y ATRACCIÓN DE INVERSORES EXTERIORES

Others

AJUNTAMENT DE TERRASSA
ASEPEYO
BANCAJA
CAMBRA DE COMERÇ DE BARCELONA
CELSA
CIDEM
COORDINADORA DE GESTIÓN DE INGRESOS
ECR EUROPE
FUNDACIÓN PRIVADA MIARNAU
GREMI D'EDITORS DE CATALUNYA
INSTITUT DE GESTIÓ ESTRATÈGICA, PROMOCIÓ ECONÒMICA I SOCIETAT DE LA INFORMACIÓ
IZASA
MINISTERIO DE INDUSTRIA, TURISMO Y COMERCIO
ORANGE CATALUNYA
UNIÓ CATALANA D'HOSPITALS
WILICO WIRELESS NETWORKING

TALENT ATTRACTION

Primary contributions

CRESA PATRIMONIAL
FUNDACIÓ BANC SABADELL

Others

ANIMAL
DEUTSCHE BANK
"LA CAIXA"

ESADE CENTRE OF EXCELLENCE

ESADE EXCELLENCE Centre

The ESADE Centre of Excellence has been launched to support and promote research at ESADE. This new Centre of Excellence has been set up on the ESADE Sant Cugat Campus and includes faculty members, researchers and administrative staff specialising in research.

The ESADE Centre of Excellence opened in 2009 within the campus' new facilities, with the research team and the basis for further synergies between the Centre and ESADE-Creapolis being firmly established from the outset. ESADE Creapolis, a latest-generation technology park, and the Centre of Excellence are both on the same campus and aim to apply research experience to projects run by the companies based out of the park.

This pioneering academic-business innovation initiative between Creapolis and ESADE's Centre of Excellence makes it possible to attract top international talent to take part in this experience. In doing so, ESADE has once again reaffirmed its clear commitment to becoming a leader in the field of research, development and innovation.

The ESADE Centre of Excellence has been made possible with the co-operation and a generous subsidy from the **Ministerio de Ciencia e Innovación**, from Spanish government.

GOBIERNO DE ESPAÑA | MINISTERIO DE CIENCIA E INNOVACIÓN

Research Output


ESADE

Journals

Articles in refereed journals

Almirall Mezquita, Esteve

Open vs. closed innovation: A model of discovery and divergence

Almirall, E.; Casadesus-Masanell, R.
Academy of Management Review
(2009 IF=7.867; FT TOP45; BW20) (1)
Academy of Management
Vol. 35, no. 1, 01/2010, p. 24-47

When is open innovation superior to closed innovation? Through a formal simulation model, we show that an open approach to innovation allows the firm to discover combinations of product features that would be hard to envision under integration. However, when partners have divergent goals, open innovation restricts the firm's ability to establish the product's technological trajectory. The resolution of the trade-off between the benefits of discovery and the costs of divergence determines the best approach to innovation.

Arcalean, Calin
Schiopu, Ioana

Public budget composition, fiscal (de)centralization, and welfare

Glomm, G.; Suedekum, J.; Arcalean, C.; Schiopu, I.
Canadian Journal of Economics-Revue Canadienne d'Economique
(2009 IF=0.582)
Wiley
Vol. 43, no. 3, 08/2010, p. 832-859

A study of the optimal degree of fiscal decentralisation in a dynamic federal economy where governments decide on budget size and its allocation between public education and infrastructure spending. We find that full centralisation of tax and expenditure policies is optimal when infrastructure productivity is similar across regions. When differences are not too large, partial centralisation is optimal. When differences are significant, full decentralisation becomes optimal. National steady-state output tends to be highest under full decentralisation. We provide a justification for the mixed evidence regarding the Oates conjecture by showing that full dominates partial decentralisation, despite being inferior to complete decentralisation.

Arcalean, Calin Gheorghe
Schiopu, Ioana

Public versus private investment and growth in a hierarchical education system

Journal of Economic Dynamics & Control
(2009 IF=1.097)
Elsevier
Vol. 34, no. 4, 04/2010, p. 604-622

The paper studies the interaction between public and private spending in a two-stage education framework (K-12 and tertiary education) and their effects on economic growth. We find that an increase in the overall education public spending crowds out the total level of private contributions and increases the share of resources that households devote to K-12 education. For a given public budget, a higher share of K-12 public funding induces higher private education spending overall, of which a larger share goes towards higher education. The model broadly matches data on education finance in the OECD countries. The calibrated parameter values suggest that at both stages public and private inputs are good though imperfect substitutes, with basic education showing a higher degree of complementarity. We show that the growth maximising share of public spending devoted to K-12 should be high, irrespective of the size of the public budget. Using the calibrated model to compare the structure of education funding in the EU and the US, we find that, to maximise growth, high tax countries should use more of their public resources in tertiary education relative to low tax countries. This suggests that US efforts to improve K-12 education and the reform of higher education in Europe are consistent with the objective of increased economic growth.

Batallé Descals, Pere

Student perceptions of service quality in a multi-campus higher education system in Spain

Gallifa Roca, J.; Batallé Descals, P.
Quality Assurance in Education
Emerald
Vol. 18, no. 2, 04/2010, p. 156-170

This paper aims to present an in-depth case study with student perceptions of service quality, discussing the relevance of these perceptions for the important issue of quality improvement in higher education.
The paper presents institutional research carried out in a multi-campus system in Spain made up of institutions from different quality cultures. The research adopts the model of the deficiencies in service quality approach, adapting it to the construction of a questionnaire, which was answered by final-year students in all the university campuses.
Comparative results between campuses and evolution in time of some meaningful variables are presented to illustrate the method's potentialities. A characterisation of the main traits of the students' perceptions of service quality obtained from the data resulted in a profile of each campus and for the whole system. This profile is interesting in terms of ascertaining meaningful dimensions of the university brand.
Examples of practical implications for the campuses where the process was implemented are presented to illustrate the importance of some findings for quality improvement policies. This approach can be easily applied in other institutions.
Discussion of some meaningful findings illustrates the value of this methodology for other higher educational systems interested in service quality and continuous quality improvement. The study provides a questionnaire, an implicit methodology and rationale.

Batista-Foguet, Joan Manuel

Facteurs personnels et facteurs sociaux associés à la perception de santé et à la perception de bonheur, dans une population adolescente non clinique

Gaspar de Matos, M.; Simões, C.; Batista-Foguet, J. M.; Cottraux, J.
L'Encéphale. Revue de Psychiatrie Clinique Biologique et Thérapeutique
(2009 IF=0.347)
Elsevier Masson
Vol. 36, no. 1, 01/2010, p. 39-45

Une conceptualisation théorique de la relation entre la santé et le bonheur et les facteurs qui leurs sont associés a été étudiée selon un modèle statistique fondé sur des équations structurales. Les données de cette étude font partie d'un ensemble statistique qui a été recueilli au Portugal [Matos M.G., Equipa do Projecto Aventura Social. A saúde dos adolescentes portugueses: Quatro anos depois (La santé des adolescents portugais : quatre ans après). Lisboa: Edições FMH; 2003]. Elles sont issues d'un échantillon national représentatif (n =6131), qui incluait des élèves de 11, 13 et 15 ans, dans le cadre de l'étude health behavior in school-aged children (HBSC) de l'Organisation mondiale de la santé (OMS) [Currie C, Smith R, Boyce W, et al. HBSC, a WHO cross national study: Research protocol for the 2001/2002 survey. Copenhagen: WHO; 2001]. Les résultats montrent une corrélation positive significative entre la perception de la santé et celle du bonheur. Un groupe de facteurs personnels et sociaux

(1) *IF: Yearly impact factor of Thomson Reuters; FT TOP45: Financial Times Top 45 journals; BW20: Business Week's list of 20 premier journals.*

sont associés à cette relation. Il apparaît que les facteurs personnels ont plus d'impact sur la perception de santé et les facteurs sociaux plus d'impact sur la perception de bonheur. Les index d'ajustement étaient bons. Le statut socioéconomique (SES) était associé à une perception. Le SES était aussi, significativement, mais modestement associé à la perception du bonheur. Les résultats mettent en lumière l'importance d'une approche holistique et positive de la santé de l'adolescent. Cette étude confirme aussi l'importance des relations avec les pairs, la famille et l'école pour la santé et le bien-être de l'adolescent. Ces résultats peuvent suggérer que les interventions préventives en milieu scolaire pourraient prendre pour cible à la fois des facteurs personnels (par exemple, promouvoir la compétence sociale) et des facteurs sociaux (par exemple, promouvoir le soutien et l'acceptation sociaux). Les interventions devraient aussi prendre pour cible la santé mentale et physique pour aider les adolescents à gérer les défis quotidiens qu'ils rencontrent.

Batista-Foguet, Joan Manuel

Parent-child perceptions of quality of life: Implications for health intervention

Gaspar, T.; Gaspar de Matos, M.; Batista-Foguet J.; Pais Ribeiro, J. L.; Leal, I.

Journal of family studies

(2009 IF=0.235)

eContent Management

Vol. 16, no. 2, 08/2010, p. 143-154

The KIDSCREEN-52 is an instrument that assesses 10 dimensions of health-related quality of life (HRQoL). It was developed as a result of studies by the European KIDSCREEN Group, University of Berlin (www.kidscreen.org; see also Bisegger et al., 2005). During the Portuguese validation process, a model was developed to examine the perceptions of children and their parents on these dimensions. Structural equation modelling was used in order to estimate the fit of this model, in both cases according to gender and age.

The specific aim of the present study was to examine the extent to which results differ by gender and age. An additional aim was to explore differences between the child and parent versions of the instrument, globally as well as by gender and age of the children. The results are based on a nationally representative sample of 3195 children from 5th and 7th grades.

Data from each child were paired with data from their parents (2256 matched sets of data were generated). Most of the subscales exhibited good internal consistency in both the children's and parent's versions of KIDSCREEN-52, with values of the alpha coefficient approaching or above .80 for most scales. The exception was the subscale concerned with self-perception where the coefficient was approximately .64 for both children and parents. Subscale scores for children's and parents' versions correlated moderately strongly in the sample of matched pairs. This indicates that children and their parents view their health-related quality of life consistently, although parents tend to perceive their children's quality of life as better than their children do. Analysis of variance suggested that there were small differences in scores associated with gender and age.

The results confirm that the KIDSCREEN-52 questionnaire is a relevant instrument to estimate the perception of quality of life both in children and their parents. The findings that parents are not totally aware of their children's subjective health-related quality of life perceptions and that parents have different perceptions according to the gender and the age of their children, have implications for professional practice and intervention with families of school-aged children.

Boisot, Max

Entrepreneurship in Russia and China:
The impact of formal institutional voids

Puffer, Sheila M.; McCarthy, Daniel J.; Boisot, Max

Entrepreneurship Theory and Practice

(2009 IF=1.704; FT TOP45)

Wiley-Blackwell

Vol. 34, no. 3, 05/2010, p. 441-467

Transition economies are often characterized by underdeveloped formal institutions, often resulting in an unstable environment and creating a void usually filled by informal ones. Entrepreneurs in transition environments thus face more uncertainty and risk than those in more developed economies. This article examines the relationship of institutions and entrepreneurship in Russia and China in the context of institutional theory by analyzing private property as a formal institution, as well as trust and blat/guanxi as informal institutions. This article thus contributes to the literature on entrepreneurship and institutional theory by focusing on these topics in transition economies, and by emphasizing how their relationship differs from that in developed economies. We conclude that full convergence toward entrepreneurs' reliance on formal institutions may not readily occur in countries like Russia and China due to the embeddedness of informal institutions. Instead, such countries and their entrepreneurs may develop unique balances between informal and formal institutions that better fit their circumstances. Implications for the theory and practice of entrepreneurship in such environments are also offered.

Boisot, Max

Integrating modernist and postmodernist perspectives on organizations: a complexity science bridge

Boisot, M.; McKelvey, B.

Academy of Management Review

(2009 IF=7.867; FT TOP45)

Academy of Management

Vol. 35, no. 3, 07/2010, p. 415-433

Competition between modernism and postmodernism has not been fruitful. Management researchers are divided in their preferences, thereby undermining the legitimacy of truth claims in the field as a whole. The article draws on Ashby's law of requisite variety, on complexity science, and in particular, on the power-law-distributed phenomena. We show how the order-seeking regime of modernists and the richness-seeking regime of postmodernists draw on different ontological assumptions that can be integrated within a single overarching framework.

Bonache Pérez, Jaime Alfonso

Crossing national boundaries:
A typology of qualified immigrant career orientations

Zikic, J.; Bonache, J. A.; Cerdin, J. L.

Journal of Organizational Behavior

(2009 IF=1.998)

John Wiley & Sons

Vol. 31, no. 5, 07/2010, p. 667-686

This qualitative study examines objective-subjective career interdependencies within a sample of 45 qualified immigrants (QIs) in Canada, Spain, and France. The particular challenges for these types of self-initiated international careers arise from the power of institutions and local gatekeepers, the lack of recognition for the foreign career capital of QIs, and the need for proactivity. Resulting from primary data analysis, we identify six major themes in subjective interpretations by QIs of objective barriers: maintaining motivation, managing identity, developing new credentials, developing local knowhow, building a new social network, and evaluating career success. Secondary data analysis distinguishes three QI career orientations – including adaptive and resisting orientations – with each portraying distinct patterns of motivation, identity, and coping. This study extends the boundaryless career perspective by providing a more finely grained understanding of how qualified migrants manage both physical and psychological mobility during self-initiated international career transitions. The study illustrates the interdependence between objective and subjective career aspects. Practical implications are proposed for career management efforts and receiving economies.

Bonache Pérez, Jaime Alfonso

Expatriation: Traditional criticisms and international careers: introducing the special issue

Bonache, J. A.; Brewster, C. J.; Suutari, V.; De Saá, P.

Thunderbird International Business Review

John Wiley & Sons

Vol. 52, no. 4, 06/2010, p. 263-274

In this introduction to our special issue, we discuss the extent to which recent expatriation research and literature is still subject to earlier criticisms. Secondly, we discuss the future research needs concerning the theme of this special issue, international careers – briefly reviewing the dominating research theme within the international career context (i.e., the career impacts of international assignments) and suggesting some future research areas. We then suggest a particularly promising new avenue for future research: new forms of international work. We conclude by summarising the articles for this special issue and illustrate how they fit within this new avenue.

Bonache Pérez, Jaime Alfonso

The interaction of expatriate pay differential and expatriate inputs on host country nationals' pay unfairness

Bonache, J. A.; Sánchez, Juan I.; Zárraga Oberty, C.

The International Journal of Human Resource Management

(2009 IF=0.830)

Routledge

Vol. 20, no. 10, 10/2009, p. 2135-2149

This study investigates expatriate compensation from the under-researched perspective of host-country nationals (HCN). HCNs are typically compensated at lower levels than expatriates are, even when they hold similar jobs and possess similar qualifications. Such pay differential may provoke HCN perceptions of pay unfairness, which can in turn affect other HCN outcomes such as performance and turnover. The study identifies a number of factors that may offset or attenuate the negative influence of pay differential on HCN's perceived pay unfairness, namely awareness of expatriate contributions and special needs, expatriate interpersonal sensitivity, HCN pay advantage over other locals, and HCN contact with expatriates. Data from HCNs working with similarly qualified expatriates largely supported the hypotheses. Implications, limitations, and suggestions for future research are discussed.

Bonet Guinó, Eduard
Sauquet Rovira, Alfons

Rethoric in management and in management research

Journal of Organizational Change Management

(2009 IF=0.600)

Emerald

Vol. 23, no. 2, 04/2010, p. 120-133

The purpose of this paper is to present a critical view of rhetoric, science, scientific research and management that discloses the role of rhetoric in these fields and which offers a conceptual framework for this special issue of the Journal of Organizational Change Management. The approach taken is a critical and historical analysis. The following main topics are uncovered: first, even if we think of scientific theories in terms of the classical concept of proven knowledge by empirical evidence and logical deduction, they are constituted by propositions accepted by reasonable rhetorical arguments, which depend on the paradigm of each scientific community. Second, even if we consider that scientific research is a strictly rational activity that follows precise methods, it continuously involves rhetorical reflections, judgements, arguments and debates. Third, even if management sciences usually conceptualise management as activities led by rational arguments and decisions, management constantly involves rhetorical conversations in which managers use language to achieve their aims. Beyond the scope of many research papers and books that emphasise the role of rhetoric in science and in management, the paper offers a systematic approach on the foundations of the functions of rhetoric in science and in management.

Brinckmann, Jan

Should entrepreneurs plan or just storm the castle? A meta-analysis on contextual factors impacting the business planning-performance relationship in small firms

Brinckmann, J.; Grichnik, D.; Kapsa, D.

Journal of Business Venturing

(2009 IF=2.260; FT TOP45)

Elsevier

Vol. 25, no. 1, 01/2010, p. 24-40

Entrepreneurship research engages in an intense debate about the value of business planning. Prior empirical findings have been fragmented and contradictory. This study contributes insights to the business planning discussion by following an evidence-based research approach. We conduct a meta-analysis on the business planning-performance relationship and specifically focus on contextual factors moderating the relationship. Results indicate that planning is beneficial, yet contextual factors such as the newness of firms and their cultural environment significantly impact the relationship. Based on this evidence, we propose a concomitant and dynamic approach that combines planning and learning.

Busquets Carretero, Xavier

Orchestrating smart business network dynamics for innovation

European Journal of Information Systems

(2009 IF=1.200)

Palgrave Macmillan

Vol. 19, no. 4, 08/2010, p. 481-493

This paper proposes the concept of orchestrating Smart Business Networks (SBN) for Innovation as a managerial function that shapes structural dynamics for innovation. On the basis of commitment, and as one way to exert power, the suggested managerial function can develop an efficient path of efficiency to innovation by managing SBN boundaries, roles, and relationships. This paper also stresses the role of digital platforms as structural resources. The network centripetal and centrifugal forces are used as units of analysis in an extensive empirical research to test the validity of the managerial function proposed.

Busquets Carretero, Xavier
Rodón Mòdol, Joan
Wareham, Jonathan D.

Adaptability in smart business networks

Decision Support Systems
(2009 IF=2.622)
Elsevier
Vol. 47, no. 4, 11/2009, p. 287-296

A focal characteristic of Smart Business Networks (SBN) is their ability to adapt to the environment. However, the capacity to adapt or adaptability of business networks has received limited attention. The purpose of this paper is to employ learning theories from the educational and organisational literature to develop a framework of adaptability that defines 4 distinct network functions, which have as variables of control organisational awareness and resources employed 1) automatic responses 2) assimilation 3) accommodation 4) environmental enactment. We demonstrate these modes in the case study on Multiasistencia, a focal firm in a Smart Business Network. The case highlights the need for SBNs to design process and technology infrastructures that appropriately allocate limited organisational awareness and resources. Implications for the theory and management of SBN adaptability are reviewed.

Cano Giner, Josep Lluís

Framework for the analysis of executive information systems based on the perceived usefulness and the perceived ease of use

Cano Giner, J. L.; Fernández Alarcón, V.; Díaz Boladeras, M.
Intangible Capital
Universitat Politècnica de Catalunya; ETSEIAT
Vol. 5, no. 4, 11/2009, p. 370-386

The acquisition and use of information are key factors in successful executive performance. Although executives use a variety of resources to obtain information, academic research has emphasised computer-based systems over the last decade. Inside this group of systems, we can find the Executive Information Systems (EIS), which are tools designed to help executives obtain relevant information more efficiently. Recently, EIS have been analysed through the Technology Acceptance Model (TAM) with significant results. A deeper review of these results, the existing literature, as well as our own experience, suggest that some factors affect the use of EIS indirectly or as moderating variables, instead of directly, as recent studies have suggested. The objective of our research is to propose a TAM-based framework, which shows the different types of factors that affect the Perceived Usefulness (PU) and Perceived Ease of Use (PEU) of EIS, as well as how these factors influence PU and PEU.

Chesbrough, Henry

Business model innovation: Opportunities and barriers

Long Range Planning
(2009 IF=1.580)
Elsevier
Vol. 43, no. 2, 04/2010, p. 354-363

Companies commercialise new ideas and technologies through their business models. While companies may have extensive investments and processes for exploring new ideas and technologies, they often have little if any ability to innovate in terms of business models. This matters; the same idea or technology taken to market via two different business models will yield two different economic outcomes. So it makes good business sense for companies to develop the ability to be innovative in their business models.
This paper explores the barriers to business model innovation, which previous academic research has identified as including conflicts with existing assets and business models, as well as cognition in understanding these barriers. Processes of experimentation and effectuation, and the successful leadership of organisational change must be brought to bear in order to overcome these barriers. Some examples of business model innovation are provided to underline its importance, in the hope of inspiring managers and academics to take these challenges on.

Collet, François Hervé René

Does habitus matter? A comparative review of Bourdieu's habitus and Simon's bounded rationality with some implications for economic sociology

Sociological Theory
(2009 IF=1.710)
Blackwell Publishing
Vol. 27, no. 4, 12/2009, p. 419-434

In this article I revisit Pierre Bourdieu's concept of habitus and contrast it with Herbert Simon's notion of bounded rationality. Through a discussion of the economic sociology literature on status and based on Fligstein's political-cultural approach, I argue that this concept can be a source of fresh insights into empirical problems. I find that the greater the change in the social environment, the more salient the benefits of using habitus as a tool to analyse agents' behaviour.

Dolan, Simon

Management by values:
A theoretical proposal for strategic HRM in China

Zhang Zhang, Y.; Dolan, S.; Zhou, Y.
Chinese Management Studies
Emerald
Vol. 3, no. 4, 10/2009, p. 272-294

The purpose of this paper is to integrate cultural value management into the high level of human resource management to propose a new direction in strategic human resource management (SHRM) development through management by values (MBV) concept. The paper proposes an integrative MBV SHRM model for Chinese management, incorporating Neo-Confucian values for responsible, pragmatic and humanistic management, as well as two dynamic SHRM elements: leadership and learning. First SHRM in China is described; then the MBV concept and model are introduced. At that point, the evolution of cultural studies and Chinese Neo-Confucianism is introduced before proposing an integrative MBV SHRM model for Chinese management.

Dolan, Simon
Raich, Mario

La gestión de las personas y los recursos humanos en el siglo XXI: Cambio de paradigmas, roles emergentes, amenazas y oportunidades

Revista de Contabilidad y Dirección
ACCID
No. 10, 08/2010, p. 35-52

El presente artículo trata del futuro de los recursos humanos (RH) y su gestión en el tercer milenio. Muchos expertos en recursos humanos afirman que la gestión de los recursos humanos es una profesión en transición, dada la necesidad de demostrar un valor añadido a la organización (por ejemplo, Dolan et al., 2007; Dolan et al., 2008; Schuler y Jackson, 2006). En el siglo XXI están surgiendo nuevas tendencias para reflejar la creciente presión de que son objeto los recursos humanos y mostrar el valor añadido que aportan a los resultados de la empresa. En consecuencia, cada vez se presta mayor atención a la racionalización de las prácticas convencionales en materia de recursos humanos. Paralelamente, se están desarrollando nuevas tendencias.

El presente artículo contiene una selección de nuevas tendencias que han sido identificadas como fundamentales para que los recursos humanos contribuyan a mejorar la eficacia empresarial en el siglo XXI.

Dumitrescu, Gabriela Ariadna

The strategic specialist and imperfect competition in a limit order market

Journal of Banking and Finance
(2009 IF=1.908)
Elsevier
Vol. 34, no. 1, 01/2010, p. 255-266

The empirical literature suggests that the limit order book contains information that might be used by specialists to their own advantage. I develop a model where there is a strategic specialist who competes against a limit order book and has information about supply. The presence of a strategic specialist in an imperfectly competitive limit order book market induces non-monotonicity of market indicators with respect to the variance of liquidation value. Moreover, the existence of private information about supply significantly affects market performance as it induces, among other effects, lower market liquidity. Finally, this model suggests another link between Kyle's (1985, 1989) and Glosten and Milgrom's (1985) models by allowing for strategic behaviour of the specialist.

Emmerling, Robert

Distinguishing high-performing European executives
The role of emotional, social and cognitive competencies

Ryan, G.; Emmerling, R.; Spencer, L.
Journal of Management Development
MBC University Press; Emerald
Vol. 28, no. 9, 09/2009, p. 859-875

The purpose of this article is threefold. First, to add to the empirical literature related to the validity and practical utility of emotional, social and cognitive competencies in the workplace. Second, using data from two different European samples, demonstrate the methods for validating competency models for applied use. Third, discuss the impact of role demands and culture on the manifestation of competencies most predictive of performance. The basic design used in both studies is to compare data from outstanding performers against data from typical or average performers in order to determine competencies that predict performance. The data presented here is based on operant assessment of competencies using Critical Incident Interviews, which are then systematically coded using thematic analysis to yield behavioural evidence of specific competencies. The results indicate that while some competencies such as Achievement Orientation and Team Leadership are consistently linked to performance in both studies, the correlation of other specific competencies to performance varies among the samples. Moreover, the relative importance of specific competencies in terms of the amount of variance in performance explained also varies across the two samples. The criterion measures that are available, i.e. client ratings of performance, did not provide the continuous objective performance data that is generally considered preferable so as to provide a clearer picture of the value added by superior performance. A further limitation was that there was no opportunity to evaluate the effectiveness of the various initiatives that were put in place to improve managers' competencies after their initial assessment. Implications for organisations and their leadership as well as issues related to human resource practices are discussed. The need to establish the validity of competencies within a given organisation, using applied research techniques, would seem to be a requirement prior to designing human resource applications around any set of competencies. Applied research based on operant assessment of competencies can significantly improve the concurrent and predictive validity of competency models over and above what can be achieved through the use of generic competency models. This is one of the few articles to explore the validity of competencies within different European Union organisations using a common competency framework and methodology. Both studies were originally initiated as applied consulting projects and the findings of the research applied to human resource practices within each organisation. Although competencies are ubiquitous in today's global workplace, the number of published studies offering data to support the validity of competency-modelling techniques has been limited. The current research adds to the growing literature in this area and adds to our confidence in the ability of emotional, social and cognitive competencies to predict performance in a variety of settings and cultures.

Forte Arcos, Santiago

Capital structure: Optimal leverage and maturity choice in a dynamic model

Revista de Economía Financiera
Wolters Kluwer
No. 18, 09/2009, p. 26-47

We introduce a model in which risk-free interest rates, 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 interest, 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 values.

Forte Arcos, Santiago

Credit spreads: An empirical analysis on the informational content of stocks, bonds, and CDS

Journal of Banking and Finance
(2009 IF=1.908)
Elsevier
Vol. 33, no. 11, 11/2009, p. 2013-2025

This paper explores the dynamic relationship between stock market implied credit spreads, CDS spreads, and bond spreads. A general VECM representation is proposed for changes in the three credit spread measures, which accounts for zero, one, or two independent co-integration equations, depending on the evidence provided by a particular company. Empirical analysis on price discovery, based on a proprietary sample of North American and European firms, and tailored to the specific VECM at hand, indicates that stocks lead CDS and bonds more frequently than the other way round. It likewise confirms the leading role of CDS with respect to bonds.

Gimbert Ràfols, Xavier
Bisbe Viñas, Josep
Mendoza Mayordomo, Xavier

The role of performance measurement systems in strategy formulation processes

Long Range Planning
(2009 IF=1.580)
Elsevier
Vol. 43, no. 4, 08/2010, p. 477-497

This article aims to contribute towards a better understanding of the extent to which the use of Strategic Performance Measurement Systems (SPMS), often considered as simply strategy implementation tools, influences strategy formulation processes. We define SPMS as a subset of Performance Measurement Systems (PMS) characterised by the integration of long-term strategy and operational goals, the presence of multi-perspective metrics, the inclusion of cause-effect linkages, and the presence of a goals-targets-action plan sequence. We hypothesise that organisations that use SPMS engage in strategy formulation processes differently from those that use Performance Measurement Systems (PMS) which do not qualify as SPMS, or those which do not use any type of PMS. In particular, we expect the use of SPMS to relate to: (1) a greater frequency of strategy (re)formulations; (2) a greater number of decisions in each strategy (re)formulation; and (3) a wider variety of decisions in each strategy (re)formulation. Empirical data gathered from surveys completed by 349 CEOs of medium and large Spanish companies did not provide evidence to support SPMS being associated with a higher frequency of strategy (re)formulation. However, the data did provide support a positive association between the use of SPMS and the number and variety of decisions taken in each strategic review. We observed no difference in any of the three strategy formulation attributes studied when we compared firms that use PMS but do not qualify as SPMS, and firms that do not have any PMS in place. These findings support that the specific configuration of dimensions that constitute an SPMS (as opposed to other forms of PMS) is relevant in shaping strategy (re)formulation processes. Furthermore, separate analysis of each of the dimensions that constitute an SPMS suggests that the detected links are primarily associated with the inclusion of multi-perspective indicators and cause-effect linkages in the design of the SPMS.

Giménez Thomsen, Cristina

Assessing the effectiveness of supply flexibility sources: An empirical research

Tachizawa, Elcio M.; Giménez Thomsen, C.
International Journal of Production Research
(2009 IF=0.803)
Taylor & Francis
Vol. 47, no. 20, 10/2009, p. 5791-5809

This paper focus on supply flexibility, i.e. the ability of the purchasing function to respond in a timely and cost effective manner to changing requirements of purchased components, in terms of volume, mix and delivery date. It is argued that managerial actions may have different effects on different dimensions of supply flexibility. More specifically, we aim to answer the following research questions: What is the effectiveness of the different supply flexibility sources? Are there any variables that could moderate the relationship between supply flexibility sources and supply flexibility? We perform a regression analysis of the effectiveness of the different supply flexibility sources. In particular, we conduct a stepwise regression, setting the supply flexibility sources as independent variables and the three dimensions of supply flexibility (identified in the factor analysis) as dependent variables. In order to refine the models and increase the generalisability of the study, some control variables, i.e. firm revenue and flexibility focus, are also included in the regression analysis. Results suggest that each dimension of supply flexibility is associated with a particular group of sources, i.e. sources used to increase a certain dimension of supply flexibility (e.g. supplier responsiveness) may be ineffective for another dimension (e.g. adaptability).

Giménez Thomsen, Cristina

Supply flexibility strategies in Spanish firms: Results from a survey

Tachizawa, Elcio M.; Giménez Thomsen, C.
International Journal of Production Economics
(2009 IF=2.068)
Elsevier
Vol. 124, no. 1, 03/2010, p. 214-224

This paper focuses on supply flexibility, i.e., the ability of the purchasing function to respond in a timely and cost-effective manner to the changing requirements of purchased components in terms of volume, mix and delivery date. Although sourcing strategies have been extensively analysed, the study of supply flexibility is in its infancy. The aim of this paper is to analyse how different sourcing practices are combined to form particular supply flexibility strategies. To do this, a survey of Spanish purchasing professionals was conducted. Three supply flexibility strategies ('integrated', 'domestic' and 'offshore') were identified and their relationship with contingent factors investigated. The results show that Spanish firms have no single approach to achieving supply flexibility and that the type of flexibility achieved (supplier responsiveness, delivery policy and adaptability) depends on the strategy followed.

Giné Daví, Jaume

Barack Obama apuesta por Asia-Pacífico

Economía exterior
Estudios de Política Exterior
No. 51, 01/2010, p. 115-124

La Administración Obama reforzará las relaciones de todo tipo con Asia, destino de la gira que llevó a cabo del 13 al 19 de noviembre visitando Japón, Singapur, China y Corea del Sur. En Singapur participó en las cumbres de APEC y de ASEAN. El laureado Obama pidió compartir con las principales potencias asiáticas la responsabilidad de afrontar los grandes desafíos económicos y sociales. Pero a partir de ahora llega lo más difícil: pasar de los gestos y las declaraciones de principios al logro de acuerdos concretos entre las partes. En Asia se está gestando un nuevo orden mundial multipolar en el cual también China e India tendrán un papel protagonista. La crisis financiera que se inició en EEUU ha dejado claro que, aunque este país seguirá siendo durante dos décadas la gran superpotencia, ya no puede resolver el solo los grandes retos globales. Y para mantener su peso e influencia mundial debe renovar su capacidad de liderazgo con una estrategia de "poder inteligente" que le permita tener más aliados o amigos y menos adversarios. Para lograrlo, Obama enterrará el unilateralismo para apostar por el multilateralismo. Deberá afrontar el reto de conducir con pragmatismo las relaciones con China. Hasta ahora, ambos países se han coordinado ante la crisis económica, pero persisten las incertidumbres sobre las futuras prioridades e intereses de China. Mientras tanto, la UE sigue política, no económicamente, ausente en Asia.

Giné Daví, Jaume

China: del "right to copy" al "copyright"

Economía Exterior
Estudios de Política Exterior
No. 53, 06/2010, p. 133-142

China organizó en 2008 unos extraordinarios Juegos Olímpicos en Pekín y se reafirmó como nueva potencia económica mundial. Dos años después, en la Expo Shanghai 2010, los chinos vuelven a seducir con una gigantesca operación de marketing y de "soft power". Se presentan al mundo como un actor internacional responsable que afronta nuevos retos ahora como potencia "tecnológica" mundial. Sin embargo, el rápido desarrollo económico chino sufre algunas contradicciones, entre ellas, una insuficiente protección de los Derechos de la Propiedad industrial e intelectual (DPI). El Gobierno chino ha realizado indudables avances legales, administrativos y judiciales realizados para proteger los DPI. Pero queda mucho por hacer en la hora de interpretar y aplicar de forma efectiva y transparente la legislación vigente por parte de los jueces y funcionarios chinos. Existen aún una dicotomía entre el discurso oficial y la realidad diaria. Este artículo analiza el porqué China ha infligido los DPI de otros países. También el porqué está cambiando gradualmente su estrategia interna e internacional para lograr proteger ahora los DPI de las empresas chinas frente a terceros países. Finalmente, se recuerda que estrategias deben emprender las empresas españolas para proteger sus DPI en China.

Guzmán Garza, Francisco
Sierra Olivera, Vicenta

A political candidate's brand image scale: Are political candidates brands?

Journal of Brand Management
Palgrave Macmillan Journals
Vol. 17, no. 3, 12/2009, p. 207-217

This study analyses the brand image of presidential candidates for Mexico's 2006 elections. Respondents from a nationwide random probabilistic sample of Mexico's voting population were asked to evaluate the personality – brand image – of the three principal political candidates based on 58 selected traits that result from combining Aaker's brand personality and Caprara et al.'s candidate personality frameworks. Data was analysed using Principal Component Analysis and Structural Equation Modelling procedures. The resulting brand image framework for Mexico's 2006 presidential candidates was represented by five factors (competence, empathy, openness, agreeableness and handsomeness). As the resulting framework explains which elements of a candidate's brand image are taken into consideration when making an electoral decision, it has a practical application for future political campaigns. It also provides a conceptual platform for viewing political candidates as brands.

Iglesias Bedós, Oriol

Once upon a time: The role of rhetoric and narratives in management research and practice

Flory, M.; Iglesias, O.
Journal of Organizational Change Management
(2009 IF=0.600)
Emerald
Vol. 23, no. 2, 04/2010, p. 113-119

The purpose of this paper is to present and discuss a critical review of the role of rhetoric and narratives in management research and practice.
Conceptual implications are drawn from the analysis and discussion of the papers in this special issue, as well as from previous literature.
Managers and researchers will be unable to explore the potential of narratives and stories fully if, at the same time, they do not comprehend the underpinnings of rhetoric.
The paper further discusses the role of rhetoric and narratives in management research and practice and explores the relationships between rhetoric and narratives.

Longo Martínez, Francisco

Ejes vertebradores de la gobernanza en los sistemas públicos. Un marco de análisis en clave latinoamericana

Revista del CLAD 'Reforma y Democracia'
No. 46, 02/2010, p. 73-102

La gobernanza es el conjunto de arreglos institucionales mediante los cuales se preparan, adoptan y ejecutan las decisiones públicas en un entorno social determinado. Esta noción descriptiva es frecuentemente complementada por los estudiosos con aproximaciones normativas que enfatizan unos u otros aspectos de las interacciones que ocurren en la esfera pública. Indagar acerca de la calidad de la gobernanza obliga a aproximarse a la identificación de aquellas instituciones, tanto formales como informales, que constituyen los atributos deseables del sistema. Este trabajo se propone realizar esa indagación, identificando aquellos ejes de la gobernanza que permitirían comprobar la existencia de un sistema de democracia avanzada. La pretensión es disponer de un marco de análisis útil para aproximarse a la gobernanza realmente existente, en especial en los países de América Latina. Así, el documento propone y desarrolla, en su parte central, cinco ejes de contenido en torno a los cuales cabría sistematizar los arreglos institucionales básicos que enmarcan los procesos de decisión en la esfera pública y que, conjuntamente considerados, ofrecerían el panorama completo de la gobernanza de un país. Estos ejes son: 1) las instituciones políticas; 2) las instituciones de justicia; 3) las instituciones de mercado; 4) la gestión pública; y 5) la sociedad civil. Dentro de cada eje, se exploran aquellos elementos del marco institucional que deben ser considerados para evaluar el nivel de calidad del modelo de gobernanza. Finalmente, se afronta el problema de la medición y mejora de la gobernanza, cuya primera dificultad es que no permite limitarse a medir outputs, esto es, el resultado inmediato obtenido por la actuación de un actor determinado en un proceso. Se ha de aspirar a medir los resultados agregados de las interacciones contenidas en dicho proceso, es decir, los impactos producidos en la realidad o outcomes, lo que hace más difícil establecer nexos causales y, por consiguiente, extraer conclusiones válidas. En lo que respecta a la mejora de la gobernanza, la reflexión, siguiendo a J. G. March y J. P. Olsen, propone la creación de espacios de concertación política y social capaces de permitir la exploración experimental de ciertas políticas públicas centrales, y de sostenerlas a lo largo de períodos relativamente extensos; asimismo defiende la compatibilidad de ese consenso básico con una esfera vigorosa de deliberación pública, alimentada con informaciones fiables, capaz de ejercer la accountability y manejar las explicaciones políticas de lo que ocurre, de modo que se produzcan procesos útiles de evaluación y aprendizaje colectivo.

Maak, Thomas
Pless, Nicola

Business leaders as global citizens. Advancing humanism on a global scale

Journal of Business Ethics
(2009 IF=1.088; FT TOP45; BW20)
Springer
Vol. 88, no. 3, 09/2009, p. 537-550

As the world is getting increasingly connected and interdependent it becomes clear that the world's most pressing public problems such as poverty or global warming call for cross-sector solutions. The paper discusses the idea of business leaders acting as agents of world benefit, taking an active co-responsibility in generating solutions to problems. It argues that we need responsible global leaders who are aware of the pressing problems in the world, care for the needs of others, aspire to make this world a better place and act in word and deed as global and responsible citizens. Our argument is structured as follows: first, in highlighting some leadership challenges we discuss why it takes a responsible, global and ultimately cosmopolitan mindset to enhance human values on a global scale. Second, we define more specifically responsible global leadership and the (potential) role of business leaders acting as agents of world benefit. Third, drawing on latest research on cosmopolitanism we discuss the hallmarks of contemporary cosmopolitanism. Fourth, and concluding our argument, we propose key cosmopolitan business principles to help leaders build a more inclusive world.

Mària Serrano, Josep Francesc
Arenas Vives, Daniel

Societal ethos and economic development organizations in Nicaragua

Journal of Business Ethics

(2009 IF=1.088; FT TOP45; BW20)

Springer

Vol. 88, Supplement 2, 09/2009, p. 231-244

This article analyses efforts in Nicaragua to create ethical organisations and an ethical economy. Three societal ethea found in contemporary Nicaragua are examined: the ethos of revolution; the ethos of corruption; the ethos of human development. The emerging ethos of human development provides the most hope for the nation's social and economic evolution. The practices of three successful economic development organisations explicitly aligned with the ethos of human development are described and evaluated 1) a microfinance foundation (FDL) 2) a federation of co-operatives (FENACOOP) 3) a local branch of an international NGO (IO-Nicaragua). The article concludes with additional reflections on the meaning of ethical organisations and an ethical economy in the context of contemporary Nicaragua.

Martínez-Ribes, Lluís

Retail innovation: Il caso Sunka

Martínez Ribes, L.; Castaldo, S.; Premazzi, K.

Micro & Macro Marketing

Il mulino

No. 1/2010, 04/2010, p. 121

Nel contesto attuale i retailer non possono prescindere dallo sviluppare una continua tensione all'innovazione, sia con riferimento ai processi gestionali (interni e d'interfaccia con le imprese a monte), sia relativamente all'articolazione dell'offerta e alla struttura della value proposition rivolta alla clientela.

L'attività innovativa è, in effetti, cruciale per consentire all'impresa commerciale al dettaglio di conseguire uno stato di isolamento competitivo, che oggi in Italia non è più garantito come in passato dalla sola licenza commerciale, ma che è fondamentale ai fini della sopravvivenza futura.

Al fine di indagare la complessità, ancora non del tutto svelata, del fenomeno dell'innovazione nell'impresa commerciale, analizzeremo prima di tutto i principali contributi teorici sull'innovazione nel retail. Ci concentreremo poi sulla ricostruzione di un caso d'innovazione nel retail.

Montaña Matosas, Jordi

Ferran Adrià, Juli Soler and elBulli Restaurant. The plesure of innovation = Ferran Adrià, Juli Soler y el restaurante elBulli. El placer de innovar

International Management

HEC Montréal

Vol. 13, Numéro hors série, 10/2009, p. 155-159

This research note is based on the summary of a case study involving the chef Ferran Adrià and his restaurant, elBulli. Sometimes called the 'alchemist chef', Ferran Adrià is currently considered by experts to be the world's best chef. In 2004, Time magazine included him in its list of the top ten most innovative people in the world. In 2006, 2007 and 2008, elBulli was chosen as the world's best restaurant by Restaurant magazine. The case study covers various aspects, including the role of creativity and innovation in the strategy of a business model that goes well beyond that of a mere restaurant.

Montaña Matosas, Jordi
Moll Mendoza, Isa

Barcelona city of design = Barcelona ciudad del diseño

International Management

HEC Montréal

Vol. 13, Numéro hors série, 10/2009, p. 71-81

Throughout its history, Barcelona has been associated with the concept of design. While this historical background can be helpful in the economic promotion of the city, the consolidation and promotion of the Barcelona Design brand requires strategic planning. In this paper, we analyse the determining factors that will come into play in the development and promotion of the Barcelona Design brand. We also suggest some strategies aimed at achieving these objectives. Based on a historical analysis of the city's socio-political background, as well as its present-day situation, we conclude that it is justified to associate the Barcelona Design brand with the concept of design.

Obeso Abalde, Carlos

Career and job preferences among elite business students

Mayrhofer, W.; Nordhaug, O.; Obeso Abalde, C.

Beta: Scandinavian Journal of Business Research

Vol. 23, no. 2, 11/2009, p. 38-64

The article focuses on job preferences, career preferences and professional preferences among elite business school master students.

Obeso Abalde, Carlos

Impactos de la crisis en las relaciones laborales en España

Homs Ferret, O.; Obeso Abalde, C.

ICE Información Comercial Española. Revista de Economía

Madrid: Ministerio de Industria, Turismo y Comercio

No. 850, 09/2009, p. 89-108

Frente a la crisis los actores del mercado de trabajo están adoptando estrategias de supervivencia a corto plazo por lo que este artículo se circunscribe a los efectos visibles de las primeras fases de la crisis. Pero esos análisis apuntan tendencias de cambio profundo tales como el desplazamiento (lento) del modelo productivo hacia actividades de alto valor añadido, la transformación hacia un mercado de trabajo más cualificado, la consolidación de la presencia de la mujer en el trabajo, la especialización de la emigración en sectores de bajo valor añadido, y la ambigua situación en que se encuentra el actual modelo de pseudo-concertación entre empresarios y sindicatos que ha permitido, de momento, mantener la conflictividad laboral bajo control.

Parada Balderrama, Pedro Alfonso
Alemany Gil, Maria Luisa
Planellas Arán, Marcel

The internationalisation of retail banking: Banco Santander's journey towards globalisation

Long Range Planning

(2009 IF=1.580)

Elsevier

Vol. 42, no. 5-6, 10-12/2009, p. 654-677

This article provides a rich description of Banco Santander's transformation from a medium-sized Spanish bank to one of the world's biggest and most profitable banks. This internationalisation has been distinguished not just by its speed and scale, but also by its profitability and creation of shareholder value: a stark contrast to the disappointing outcomes of trans-border ventures at many other banks. We identify a systematic pattern in Banco Santander's international growth that we conceptualise as a three-step process: first, building capabilities in the home market; second, creating growth options in foreign markets through small-scale acquisitions or strategic alliances; third, large-scale foreign market entry and rapid integration. We identify three features of Banco Santander's international strategy, which can offer useful guidance to other financial service firms. First, the importance of basing international expansion on superior home-based organisational capabilities; second, the merits of an exploratory approach to learning about new markets and assessing potential acquisition targets; third, the value of transferring home base capabilities through cross-border integration of new acquisitions into the existing international network. While the pattern of its internationalisation differs from those of manufacturing firms, Santander's strategy is consistent with two key features of the Uppsala model: increasing commitment to foreign markets incrementally, and entering foreign markets sequentially, starting with those with close cultural and/or economic proximity to the home country.

Planellas Arán, Marcel

How to manage alliances better than one at a time

Wassmer, U. F.; Dussauge, P.; Planellas, M.
Mit Sloan Management Review
(2009 IF=1.141)
MIT Press
Vol. 51, no. 3, 03/2010, p. 77-84

Most companies now maintain an alliance portfolio comprising multiple simultaneous alliances with different partners. In the global air transport industry, for example, most airlines maintain broad portfolios of code-sharing alliances with other carriers, which allows them to significantly extend their route networks by offering services to their partners' destinations. In 1994, the average number of alliances per airline company was only four. By 2008, however, the picture had changed dramatically: The average alliance portfolio size across the industry had increased to 12, with some airlines engaging simultaneously in as many as 30 or 40 alliances. Despite this proliferation of corporate collaborations, research reveals a troublesome pattern. When a company adds a new alliance to its portfolio, it tends to focus on how much value the alliance will create as a stand-alone transaction but will ignore the fact that the composition of its entire alliance portfolio is an important determinant of the value that will come from a new alliance. In other words, an alliance opportunity that promises to create value from a stand-alone perspective may not necessarily be value-creating from an alliance portfolio perspective. The formation of the new alliance may even be an overall value-destroying move. By studying the global air transportation industry, we found concrete evidence of this proposition.

Prats Duaygues, Francesc
Agell Jané, Núria

Measuring consensus in group decisions by means of qualitative reasoning

Roselló, L.; Prats, F.; Agell, N.; Sánchez, M.
International Journal of Approximate Reasoning
(2009 IF=2.090)
Elsevier
Vol. 51, no. 4, 03/2010, p. 441-452

This paper presents a mathematical framework to assess the consensus found among different evaluators who use ordinal scales in group decision-making and evaluation processes. This framework is developed on the basis of the absolute order-of-magnitude qualitative model through the use of quantitative entropy. As such, we study the algebraic structure induced in the set of qualitative descriptions given by evaluators. Our results demonstrate that it is a weak partial semi-lattice structure, which, in some conditions, takes the form of a distributive lattice. We then define the entropy of a qualitatively described system. This enables us, on the one hand, to measure the amount of information provided by each evaluator and, on the other hand, to consider a degree of consensus among the evaluation committee. This new approach is capable of managing situations where the assessment given by experts involves different levels of precision. In addition, when there is no consensus regarding the group decision, an automatic process assesses the effort required to achieve said consensus.

Raich, Mario
Dolan, Simon

Beyond the transformation in business and society

Enterprise Science Quarterly
Warsaw School of Economics. Collegium of Business Administration
Vol. 3, no. 4, 10/2009, p. 272-294

Systematic and aggressive chase of material goods will destroy the ecosystem, but the chasing of values expressed only in monetary terms, will be catastrophic to both the social and the economic fabric of life. What value would all these goods have if we were alone on this planet? In this paper it is argued that mankind has developed such a lifestyle, as if survival and prosperity have been granted forever. Observed holistically, we face fundamental problems in all the important areas of life. Most of them can endanger the very continuity of our culture and even the existence of mankind. The authors presented them in form of key questions.

Sánchez Torres, Esther

Consciencious objection in the workplace: Some reflections based on Spanish jurisprudence

Comparative Labor Law & Policy Journal
Vol. 31, no. 3, 04/2010, p. 487-496

Análisis de las escasas resoluciones judiciales que han abordado el conflicto entre el poder de dirección de la empresa y el derecho a la objeción de conciencia de los trabajadores, incluido el derecho fundamental a la libertad ideológica. En el artículo se analiza el contenido de dicho derecho fundamental y se delimita el alcance del poder sancionador de la empresa, cuando el trabajador, por razón de conciencia, se niega a realizar las funciones que se le han ordenado.

Sánchez Torres, Esther

The Spanish Law on dependent self-employed workers: A new evolution in labor law

Comparative Labor Law & Policy Journal
University of Illinois College of Law
Vol. 31, no. 2, 01/2010, p. 231-248

El desarrollo de la industria de servicios terciarios, la aparición de nuevas tecnologías y la globalización e internacionalización de de la economía han venido produciendo cambios estructurales en los modelos de organización del trabajo desde hace décadas. Como consecuencia también ha afectado al sistema de relaciones laborales.
Este estudio analiza la Ley del Estatuto Básico del Trabajador Autónomo, su contenido y, particularmente, su significación en el marco de la evolución del Derecho del Trabajo a nivel comunitario.

Sandoval Argaza, Fernando
Suárez Barraza, Manuel Francisco

Experts within kaizen teams:
How to get the most from their knowledge

Development and Learning in Organizations
Emerald
Vol. 24, no. 4, 06/2010, p. 10-13

One of the main problems for managers is forming work groups where expert knowledge is truly utilized to solve the task assigned. The question that arises is: "How can expert knowledge be best used for different types of teams?" To resolve this question, we study three teams that follow methodologies to improve kaizen work processes.

Saris, Willem E.

Testing structural equation models or detection of misspecifications?

Saris, W. E.; Satorra, A.; Van der Veld, W. M.
Structural Equation Modeling: A Multidisciplinary Journal
(2009 IF=3.153)
Psychology Press
Vol. 16, no. 4, 10/2009, p. 561-582

Assessing the correctness of a structural equation model is essential to avoid drawing incorrect conclusions from empirical research. In the past, the chi-square test was recommended for assessing the correctness of the model but this test has been criticised because of its sensitivity to sample size. As a reaction, an abundance of fit indexes have been developed. The result of these developments is that structural equation modelling packages are now producing a large list of fit measures. One would think that this progression has led to a clear understanding of evaluating models with respect to model misspecifications. In this article we question the validity of approaches for model evaluation based on overall goodness-of-fit indexes. The argument against such usage is that they do not provide an adequate indication of the 'size' of the model's misspecification. That is, they vary dramatically with the values of incidental parameters that are unrelated with the misspecification in the model. This is illustrated using simple but fundamental models. As an alternative method of model evaluation, we suggest using the expected parameter change in combination with the modification index (MI) and the power of the MI test.

Sayeras Maspera, Josep M.

El capitalismo ha muerto, ¡viva el capitalismo!

ICE Información Comercial Española. Revista de Economía
Madrid: Ministerio de Industria, Turismo y Comercio
No. 850, 10/2009, p. 109-124

La actual crisis económica y financiera ha implicado un debate sobre qué sistema económico debería ser el imperante. ¿Debería ser el capitalismo? O por el contrario, ¿tendría que buscarse un sistema nuevo? El autor repasa dicho concepto desde sus inicios para intentar encontrar, si fuera posible, sus elementos irreductibles porque el «capitalismo» es uno de los términos más usados, tanto coloquial como científicamente en los últimos tiempos; pero, ¿se sabe, a ciencia cierta, qué es el capitalismo? ¿Existe un único sistema capitalista? Posteriormente, analiza si esos elementos son caducos o sobrevivirán el presente envite.

Saz-Carranza, Ángel

Paradox and collaboration in network management

Ospina, S. M.; Saz-Carranza, Á.
Administration & Society
(2009 IF=1.053)
Sage Publications
Vol. 42, no. 4, 07/2010, p. 404-440

Qualitative evidence from action networks is used to answer the research question, How do leaders of successful networks manage collaboration challenges to make things happen? This study of two urban immigration coalitions in the United States found that their leaders developed practices as a response to two paradoxical requirements of network collaboration: managing unity and diversity when doing inward work and confrontation and dialogue when doing outward work. By illuminating how leaders responded to these complex demands inherent in action networks, the authors open up the black box of managing whole networks of organizations and underscore the role of leadership in interorganizational collaboration.

Sierra Olivera, Vicenta

Lag-one autocorrelation in short series:
Estimation and hypotheses testing

Solanas, A.; Manolov, R.; Sierra, V.
Psicológica
Universitat de València
Vol. 31, no. 3, 01/2010, p. 357-381

In the first part of the study, nine estimators of the first-order autoregressive parameter are reviewed and a new estimator is proposed. The relationships and discrepancies between the estimators are discussed in order to achieve a clear differentiation. In the second part of the study, the precision in the estimation of autocorrelation is studied. The performance of the ten lag-one autocorrelation estimators is compared in terms of Mean Square Error (combining bias and variance) using data series generated by Monte Carlo simulation. The results show that there is not a single optimal estimator for all conditions, suggesting that the estimator ought to be chosen according to sample size and to the information available on the possible direction of the serial dependence. Additionally, the probability of labelling an actually existing autocorrelation as statistically significant is explored using Monte Carlo sampling. The power estimates obtained are quite similar among the tests associated with the different estimators. These estimates evidence the small probability of detecting autocorrelation in series with less than 20 measurement times.

Sierra Olivera, Vicenta

Measuring and making decisions for social reciprocity

Solanas, A.; Leiva, D.; Sierra, V.; Salafranca, L.
Behavior Research Methods
(2009 IF=2.293)
The Psychonomic Society
Vol. 41, no. 3, 09/2009, 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.

Spender, John-Christopher

The resource-based view: A review and assessment of its critiques

Kraaijenbrink , J.; Spender, J.-C.; Groen, A. J.
Journal of Management
(2009 IF=4.429)
Sage
Vol. 36, no. 1, 01/2010, p. 349-372

The resource-based view (RBV) of the firm has been around for over 20 years, during which time it has been both widely taken up and subjected to considerable criticism. The authors review and assess the principal critiques evident in the literature, arguing that they fall into eight categories. They conclude the RBV's core message can withstand criticism from five of these categories quite well provided the RBV's variables, boundaries and applicability are adequately specified. Three critiques that cannot be readily dismissed call for further theorising and research. They arise from the indeterminate nature of two of the RBV's basic concepts — resource and value — and the narrow conceptualisation of a firm's competitive advantage. As their suggestions regarding this work indicate, the authors feel that the RBV community has clung to an inappropriately narrow neoclassical economic rationality, thereby diminishing its opportunities for progress. The authors' suggestions may assist with developing the RBV into a more viable theory of competitive advantage, especially if it is moved into a genuinely dynamic framework.

Suárez Barraza, Manuel Francisco
Ramis Pujol, Juan

Implementation of Lean-Kaizen in human resource service process: A case study in a Mexican public organization

Journal of Manufacturing Techonology Management
MCB University Press
Vol. 21, no. 3, 02/2010, p. 388-410

Over the last decade, some Mexican public organisations have begun to enter a dynamic in which issues such as service quality, ongoing improvement and internal and external customer orientation are becoming essential to their day-to-day management. This paper presents a successful example of how Lean-Kaizen was implemented in the human resource service process of a Mexican public service organisation.

Svejenova Nedeva, Silviya
Planellas Arán, Marcel
Vives de Prada, Luís

An individual business model in the making: A chef's quest for creative freedom

Long Range Planning
(2009 IF=1.580)
Elsevier
Vol. 43, no. 2-3, 04/2010, p. 408-430

This article extends the study of business models by exploring a type rarely considered – the individual business model – and investigates the set of activities, organisation and strategic resources employed by individuals to create and capture value while pursuing their interests and motivations. Insights are drawn from an in-depth longitudinal inductive case study to examine the triggers, mechanisms and changes in the evolving individual business model developed by chef and gastronomic innovator, Ferran Adrià. His quest for creative freedom is identified as the main trigger across four periods of business model evolution and creative responses as the principal mechanism driving business model changes. Period-specific triggers such as the quests for authenticity, recognition and influence – and mechanisms including alertness, intent, codification, decoupling and balancing core and periphery – are specified as business model changes are outlined. A distinction is made between the creation, capture, sharing and slippage of value, and implications are proposed for the development of individual business models by professionals and other 'creative' professionals.

Svejenova Nedeva, Silviya
Vives de Prada, Luis
Álvarez Álvarez, José Luis

At the crossroads of agency and communion: Defining the shared career

Journal of Organizational Behavior
(2009 IF=1.998)
John Wiley & Sons
Vol. 31, no. 5, 07/2010, p. 707-725

This article extends the predominant depiction of careers as individual undertakings and offers insights on collective careers. It defines the shared career as the coevolving sequence of work collaboration and jointly pursued career opportunities by two or more career actors. The article proposes that this new career construct mixes agency and communion. Furthermore, it conceptualises a life cycle model of shared careers, using supporting illustrations. Finally, the article articulates how focusing on shared careers could open avenues for the advancement of research on boundaryless careers.

Vila Fernández-Santacruz, Maria del Mar
Costa Guix, Gerard
Rovira Llobera, Rosario

The creation and use of scorecards in tourism planning: A Spanish example

Tourism Management
(2009 IF=1.882)
Elsevier
Vol. 31, no. 2, 04/2010, p. 232-239

Over the last few years, efforts to improve tourist destination management have been made and considerable improvements, especially in the Spanish case, can be appreciated. It is time to study the use of a balanced scorecard to help strategic management of tourist destinations.
This paper proposes a tentative balanced scorecard model for tourist destinations, which is particularly applicable for its sustainable development. Instead of beginning with the study of a single destination, this research starts with the study of perspectives and critical performance variables for the balanced scorecard. The empirical work carried out has been based on quantitative analysis techniques. A survey was sent to a sample of 1,531 Spanish municipalities which are both oriented towards tourism and have a demonstrated interest in management issues. The research makes it possible to further develop a strategic planning instrument such as the balanced scorecard with a new perspective structure.

Vives de Prada, Luís
Svejenova Nedeva, Silviya

Innovando en el modelo de negocio: la creación de la banca cívica

Universia Business Review
Portal Universia
No. 23, 07/2009, p. 70-85

La creación de la Banca Cívica ha supuesto el lanzamiento de un nuevo modelo de negocio en el sistema financiero español, algo que ha

permitido a Caja Navarra mejorar sus resultados y posicionamiento. No obstante, más allá de su desarrollo nacional, Caja Navarra está trabajando en la actualidad para conseguir la difusión internacional de este nuevo modelo de negocio.
El artículo concluye con una discusión sobre la creación y la apropiación de valor tras el desarrollo de un nuevo modelo de negocio, algo clave para que las empresas que crean nuevos modelos puedan apropiarse de parte del valor de la replicación del modelo en otros ámbitos.

Wareham, Jonathan D.

Doctors' online information needs, cognitive search strategies and judgments of information quality and cognitive authority: How predictive judgments introduce bias into cognitive search models

Hughes, B.; Wareham, J. D.; Joshi, I.
Journal of The American Society for Information Science and Technology
(2009 IF=2.300)
Wiley Interscience
Vol. 61, no. 3, 2010, p. 433-452

Literature examining information judgments and Internet search behaviours notes a number of major research gaps, including how users actually make these judgments outside of experiments or researcher-defined tasks, and how search behaviour is impacted by a user's judgment of online information. Using the medical setting, where doctors face real consequences in applying the information found, we examine how information judgments employed by doctors to mitigate risk can impact their cognitive search. Diaries detailing 444 real clinical information search incidents, combined with semi-structured interviews across 35 doctors, were analysed via thematic analysis. Results show that doctors, though aware of the need for information quality and cognitive authority, rarely make evaluative judgments. This is explained by navigational bias in information searches and via predictive judgments that favour known sites where doctors perceive levels of information quality and cognitive authority. Doctors' mental models of Internet sites and Web experience relevant to the task type enable these predictive judgments. These results suggest a model connecting online cognitive search and information judgment literatures. Moreover, this implies a need to understand cognitive search through longitudinal- or learning-based views for repeated search tasks, and adaptations to medical practitioner training and online search tools.

Wareham, Jonathan D.

Governance mechanisms in Internet-based affiliate marketing programs in Spain

Fox, P.; Wareham, J. D.
International Journal of e-Business Research
Idea Group Publication
Vol. 6, no. 1, 01/2010, p. 1-18

Affiliate marketing programmes have emerged as one of the fastest-growing methods for online retailers to acquire customers and increase sales by tapping into the power of independent websites that embrace Web 2.0 tools and techniques. However, while these programmes have proven effective in increasing website traffic and sales at a high Return on Investment, illegal or inappropriate activities on the part of affiliates could negatively impact a retailer's brand in the eyes of customers. This study is an analysis of governance mechanisms in one-to-many affiliate programmes in Spain including formal contracts, incentives, partner selection and monitoring, and their impact on partner opportunism. Transaction cost analysis and agency theory provide the theoretical basis for the research. An exploratory phase uses semi-structured interviews to gather qualitative data. The data from the exploratory phase is then used to construct a survey tool for a broader quantitative analysis. The research is expected to make contributions to transaction cost analysis theory, as well as normative recommendations for marketing professionals involved with affiliate marketing programmes.

Wareham, Jonathan D.

Junior physician's use of Web 2.0 for information seeking and medical education: A qualitative study

Hughes, B.; Joshi, I.; Lemonde, H.; Wareham, J. D.
International Journal of Medical Informatics
(2009 IF=3.126)
Elsevier
Vol. 78, no. 10, 10/2009, p. 645-655

Web 2.0 Internet tools and methods have attracted considerable attention as a means of improving health care delivery. Despite evidence demonstrating their use by medical professionals, there is no detailed research describing how Web 2.0 influences physicians' daily clinical practice. Hence, this study examines Web 2.0 use by 35 junior physicians in clinical settings to further understand their impact on medical practice. Diaries and interviews encompassing 177 days of Internet use, or 444 search incidents, were analysed via thematic analysis. Results indicate that 53% of Internet visits employed user-generated or Web 2.0 content, with Google and Wikipedia used by 80% and 70% of physicians, respectively. Despite awareness of information credibility risks with Web 2.0 content, it has a role in information seeking for both clinical decisions and medical education. This is enabled by the ability to cross check information and the diverse needs for background and non-verified information. Web 2.0 use represents a profound departure from previous learning and decision processes which were normally controlled by senior medical staff or medical schools. There is widespread concern with the risk of poor quality information with Web 2.0 use, and the manner in which physicians are using it suggest effective use derives from the mitigating actions by the individual physician. Three alternative policy options are identified to manage this risk and improve efficiency in Web 2.0's use.

Wareham, Jonathan D.

Knowledge arbitrage in Global Pharma: A synthetic view of absorptive capacity and open innovation

Hugues, B.; Wareham, J. D.
R & D Management
(2009 IF=0.928)
Blackwell Publishing
Vol. 40, no. 3, 06/2010, p. 324-343

This case study examines a global pharmaceutical company widely using open innovation (OI). Three main research questions are addressed: (1) what OI concepts are salient in its innovation portfolio? (2) what OI concepts are used in the strategy formulation? and (3) what other concepts are present that augment OI? Interviews with 120 managers and archival documents were analysed using thematic analysis. Two concepts that are prominent in the literature (value capture models, and technology evaluation criteria) were not present in this portfolio. By contrast, we found a focus on OI capability building, external information sharing, and uncertain knowledge arbitrage in networks. Finally, we discuss these capabilities in relation to absorptive capacity, proposing a simple, but important bi-directional perspective to embrace OI.

Journals

Articles in other relevant journals

Abel Lluch, Xavier
En la valoración judicial de la prueba, ¿prevalece el dictamen judicial o el dictamen a instancia de parte?
Diario La Ley
Madrid: La Ley
No. 7329, *Especial Cuadernos de Probática y Derecho*, no. 1/2010. 01/2010, p. 15
Se analiza la cuestión, frecuente en la práctica forense, y suscitada a raíz de la publicación de la Ley 1/2000, de 7 de enero, de Enjuiciamiento Civil, sobre si debe prevalecer el dictamen a instancia de parte o el dictamen de designación judicial.

Abel Lluch, Xavier
La responsabilidad penal, civil y disciplinaria del perito
Diario La Ley
Madrid: La Ley
No. 7430, *Especial Cuadernos de Probática y Derecho*, no. 2/2010. 06/2010, p. 6-9
El incumplimiento de los deberes del perito puede generar responsabilidad en el orden penal, civil o disciplinario. Aun cuando existe una regulación legal de la responsabilidad penal en el Código Penal, con la previsión de los delitos especiales como el falso testimonio del perito (arts. 459 y 460 CP); en el Código Civil, con la previsión de una responsabilidad extracontractual o contractual, y en los Códigos Deontológicos de los colegios profesionales, lo cierto es que dicha responsabilidad es estadísticamente poco frecuente, aun cuando cada vez son más frecuentes las reclamaciones frente a peritos. El presente artículo especifica cada una de estas responsabilidades.

Alemany Gil, María Luisa
Capital riesgo filantrópico: apoyo financiero a los emprendedores sociales
Alemany, L.; Scarlata; M.
Harvard Deusto Business Review
Barcelona: Deusto
No. 183, 10/2009, p. 71-79
El capital riesgo filantrópico es un fenómeno relativamente reciente y por eso es todavía un gran desconocido. Se puede definir como la aplicación de las técnicas y estrategias del capital riesgo a la financiación de empresas sociales con un alto potencial de impacto social.

Bisbe Viñas, Josep
La mayoría de edad del cuadro de mando integral
Harvard Deusto Business Review
Barcelona: Deusto
No. 189, 04/2010, p. 48-62
Se acaban de cumplir dieciocho años de la aparición del primer artículo de Robert Kaplan y David Norton sobre el cuadro de mando integral, precursor de una larga serie de artículos con gran repercusión, tanto para la gestión de las empresas, como para la investigación académica. Con la perspectiva que proporciona el tiempo y aprovechando la analogía de la mayoría de edad, el autor de este artículo ofrece algunas reflexiones sobre los logros y las perspectivas de futuro de esta herramienta de gestión.

Bou Alameda, Elena
Redes creadoras de valor: Value-added networks
Pulso
Fundación Telefónica
No. 36, 04/2010, p. 48-51
La clave para el éxito de la innovación es la colaboración en red y la integración de Universidades, centros de investigación e industria.

Cano Giner, Josep Lluís
La industrialización de la información directiva: "business intelligence"
Harvard Deusto Márketing & Ventas
Barcelona: Deusto
No. 98, 05/2010, p. 26-33
El directivo de hoy debe conocer con detalle las ventajas, las oportunidades y los aspectos clave de los proyectos de business intelligence, ya que se han convertido en una manera eficiente y eficaz de elaborar sistemas de información directiva, cada vez más imprescindibles en los procesos de toma de decisiones.

Casabayó Bonás, Mónica
El consumidor, en el punto de mira de las decisiones en márketing
Harvard Deusto Márketing & Ventas
Barcelona: Deusto
No. 98, 05/2010, p. 40-44
La necesidad de tomar decisiones es una característica común de la mayoría de las empresas. El gran reto de las empresas es desarrollar nuevos modelos de toma de decisiones en marketing, basados en la plurirealidad y variabilidad del comportamiento del consumidor y sujetos a ella. Cada vez es más difícil obtener datos realistas, por lo que es necesario utilizar técnicas que permitan 'escuchar' al consumidor en su totalidad.

Carpi Martín, Rebeca
Los gastos extraordinarios en las pensiones de alimentos: un análisis jurisprudencial
Diario La ley
Madrid: La Ley
No. 7270, 10/2009, p. 5-11
Las presentes reflexiones tienen por objeto detectar, analizar y clarificar el contenido del término «gastos extraordinarios», empleado de manera generalizada por nuestros tribunales en alusión a un variado elenco de costes que los padres, en su obligación de alimentos frente a los hijos, deben asumir. Ello a fin de reducir el empleo equívoco de tal concepto, causa determinante de un agravamiento de los conflictos interparentales y un incremento de la inseguridad jurídica derivada de las decisiones judiciales

Casaburi, Ivana
Is there a future for international brands in China
China International Business
Beijing: China International Business
No. 269, 05/2010, p. 44-45
China is now at a new stage in which it has become one of the major players in the global economy. While, on the one hand, Chinese consumers have become the target customers for international companies, on the other, Chinese companies have begun to compete in international markets.

On several occasions, government spokespersons have stated that growth should come from the mass market and rural areas where the government is investing in infrastructure. Yet the natural market for Western companies is still the top of the pyramid of the urban population: the middle class, upper middle class and, naturally, the upper-class. This market segment continues to show a preference for quality and brands. In order to reach these segments, where the margin rather than the volume is important, the challenge lies in enlisting the co-operation of commercialisation channels.

Castiñeira Fernández, Àngel

Política i valors

Butlletí Centre d'Estudis Jordi Pujol
No. 186, 11/2009
[Electronic resource]

La Fundació Lluís Carulla i la Càtedra de Lideratges d'ESADE acaben de publicar un llibre de Daniel Ortiz sobre el tema de la política i els valors, amb un subtítol ben indicatiu: Com restaurar la grandesa de la política.

Castiñeira Fernández, Àngel

Vicens Vives, referent

Butlletí Centre d'Estudis Jordi Pujol
No. 197, 02/2010
[Electronic resource]

Jaume Vicens Vives fou un revulsiu, un dinamitzador que incità els joves a l'acció. La figura de Vicens ens ha deixat tres regals perdurables: la voluntat, l'esforç i el futur. Som, hem de ser, hem de continuar essent eina, feina i projecte.

Castiñeira Fernández, Àngel
Lozano Soler, Josep Maria
Ribera Regull, Raimon

La naturalesa del compromís

VIA Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 11, 12/2009, p. 145-147

Aquest article descriu quina és la naturalesa del compromís en l'acció humana i els efectes derivats de l'assumpció de compromisos en les nostres vides.

Cortés Ricart, Marc

El nuevo marketing y la figura del Community Manager

Harvard Deusto Márketing & Ventas
Barcelona: Deusto
No. 96, 02/2010, p. 16-24

En un entorno empresarial en el que la interactividad, la proactividad y el usuario son los factores fundamentales del éxito de la mayoría de las estrategias de márketing, es imprescindible tener claro cómo situar la empresa en la Web 2.0. El libro Claves del nuevo márketing ofrece cápsulas, píldoras de conocimiento con un claro enfoque práctico, pensadas para ser una guía en el camino hacia el nuevo márketing.

Dolan, Simon

Can becoming a manager be dangerous to your health? Is suicide the new occupational hazard?

Moodie, S.; Dolan, S.
Effective executive
Hyderabad (India): ICFAI University Press
Vol. 13, no. 1, 01/2010, p. 66-69

This article argues that executives often fail to see that they do not have the resources to properly deal with and manage stress, and they themselves generate and cause an unduly amount of stress on their subordinates. This article is a `wake up call'. It argues that dramatic changes are needed on two fronts - to incorporate the skills for managing stress into the executive inventory, and to alert executives about the need to identify and prevent stress, for otherwise we will face a new growing pandemic in the workplace.

García Solé, Marc

Por i restricció dels drets fonamentals

VIA Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 12, 02/2010, p. 130-136

L'auge del terrorisme internacional ha provocat un degoteig constant d'iniciatives jurídiques que han servit per posar sobre la taula un vell debat democràtic: la relació de vasos comunicants entre els conceptes de llibertat i seguretat. L'autor, des d'una doble perspectiva jurídica però també sociològica, ens exposa els trets comuns d'aquesta nova por contemporània, l'amenaça terrorista, i la seva resposta jurídica: la creació d'un subsistema penal centrat en les característiques personals de l'actor del delicte més que no pas en les circumstàncies que expliquen el fet en si. Una tendència, sosté, no exempta de perills i que afecta les mateixes bases de l'Estat de dret. També l'evidència del fracàs de la resposta política davant les noves pors contemporànies, filles del terrorisme internacional.

García Solé, Marc

El delito de maltrato a los animales. El maltrato legislativo a su protección

Revista de Bioética y Derecho
Barcelona: Universitat de Barcelona. Associació de Bioètica i Dret
No. 18, 01/2010, p. 36-43

El artículo denuncia que la tutela que ofrece la legislación civil y administrativa en materia de protección de los animales es insuficiente. Expone que, aunque la legislación penal podría haberse convertido en un instrumento válido para mejorar y reforzar esta protección, las modificaciones penales han sido sólo un intento de acallar las demandas que llegaban desde sectores de la sociedad civil, sensibles con el problema del maltrato animal. Su conclusión es que se impone la necesidad de una reforma en materia penal que tutele de manera efectiva los derechos de los animales que son objeto de maltrato.

Gimbert Ràfols, Xavier

El núcleo estratégico como modelo de gestión ante la complejidad

Harvard Deusto Business Review
Barcelona: Deusto
No. 182, 09/2009, p. 36-48

La gestión estratégica hoy en día es como realizar un puzzle en el que las piezas van cambiando de tamaño y de forma a cada momento. La turbulencia del entorno actual hace indispensable un seguimiento permanente de la situación estratégica pues la exigencia de su renovación puede presentarse en cualquier momento. Sin embargo, la estrategia de una empresa es muy compleja, en ella inciden demasiadas variables para seguirlas a diario. Por ello es indispensable priorizar, conocer qué perspectivas y conceptos estratégicos son los más claves, pues esos sí deben ser seguidos constantemente. Este artículo propone un modelo reducido de la estrategia de una empresa, sintetizando lo clave de la misma simplemente a un marco y cuatro conceptos interrelacionados. De este modo es mucho más sencillo realizar el seguimiento continuo de la estrategia de la empresa. Aún más si los conceptos de este modelo están interrelacionados, pues uno lleva al siguiente, como las piezas de un dominó que, alineadas verticalmente unas detrás de otras, solo necesitan la caída de la primera para abatir a las demás. A éste marco y a sus cuatro piezas estratégicas clave es a lo que el autor ha denominado el núcleo estratégico.

Giné Daví, Jaume
Barack Obama, la Xina i l'Índia
VIA Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 12, 04/2010, p. 30-54

20 años después de la caída del muro de Berlín en 1989, un nuevo orden mundial emerge y su centro de gravedad gravita hacia Asia-Pacífico, con China e India, un tercio de la humanidad, convertidas en las grandes locomotoras de la economía global. La última crisis financiera global ha acelerado el traslado de poderes de Occidente a Oriente. En este contexto tan cambiante, Barack Obama priorizará las relaciones de toda índole con Asia. Mientras tanto, la UE casi ausente en Asia, sigue extraviada en un laberinto de incertidumbres políticas y económicas. La democracia está perdiendo empuje en Asia, mientras que el modelo chino de capitalismo sin pluralismo político sigue logrando altas cotas de crecimiento económico. En este contexto tan complejo, el rol que puede jugar en Asia un país democrático como India y la evolución de sus relaciones políticas y económicas con EEUU, China y Japón, adquieren una gran relevancia geoestratégica.

Giné Daví, Jaume
China y sus responsabilidades ante Corea del Norte
Estudios de Política Exterior
Madrid: Estudios de Política Exterior
05/2010, p. 1-4
[Electronic resource]

Análisis sobre la escalada de la tensión militar en el Noreste de Asia provocada el 26 de marzo por un submarino norcoreano que torpedeó y hundió la patrullera surcoreana 'Cheonan'. La posición china con su vecino norcoreano es ambivalente. Hay muchos intereses estratégicos y económicos en juego. Esta actitud provoca un sentimiento de recelo surcoreano con China. Seúl esperaba un mayor apoyo de Pekín ante la clara agresión militar. Es hora que China asuma sus responsabilidades internacionales en tanto que potencia regional y mundial.

Giné Daví, Jaume
Corea del Sud: una trepidant diplomàcia econòmica i energètica
Butlletí Centre d'Estudis Jordi Pujol
Centre d'Estudis Jordi Pujol
No. 189, 12/2009
[Electronic resource]

Corea del Sur ha sido uno de los países de la OCDE en superar la crisis económica. Desarrolla una trepidante política exterior encabezada con un fuerte componente "económico y energético" que asegura el crecimiento económico del país, aún muy dependiente de su sector exterior. Éste se ha recuperado gracias a la robusta demanda china y a un won bajo que también ha favorecido la competitividad de sus grandes empresas en los mercados mundiales. Corea del Sur es un claro ejemplo de una potencia media que sabe conjugar su política interior y exterior. Ambas están estrechamente ligadas. Su firme voluntad de aprovechar las oportunidades de la globalización económica, le han convertido en la 15ª potencia económica mundial, la 4ª asiática y el 9º país exportador del mundo. Corea del Sur, miembro de pleno derecho en el G20, organizará en Seúl la próxima Cumbre en noviembre de 2010.

Giné Daví, Jaume
El ECFA, otro gran paso para normalizar las relaciones China - Taiwan - ¿Una amenaza "Chiwan" para Corea del Sur? - Efectos para Japón y Corea del Sur
Observatorio de la Política China
Barcelona: Casa Asia
No. 26-28/8/2010, p. 1-9
[Electronic resource]

Una serie de tres artículos que analizan el acuerdo comercial China-Taiwan de 29 de junio de 2010, las razones políticas y económicas de su firma, las mutuas concesiones arancelarias así los efectos directos e indirectos del acuerdo para las empresas japonesas y surcoreanas que compiten con las taiwanesas en el mercado chino y en el resto de países miembros de la ASEAN.

Giné Daví, Jaume
La economía de Corea del Sur en 2009 y perspectivas para 2010
Carta de Asia - Economía
Barcelona: Casa Asia
No. 338, 01/2010, p. 1-5
[Electronic resource]

La crisis financiera global que explotó en EEUU en septiembre de 2008 golpeó duramente a la economía surcoreana, muy dependiente de su sector exterior. En el cuarto trimestre la economía cayó bruscamente un 5,1 %. En 2008, Corea del Sur sólo creció un exiguo 2,2 % frente al 5,1 % de 2007. Sufrió un déficit comercial de 13.200 millones $, el primero desde 1997, si bien mantuvo el superávit con EEUU, la UE y China. Las reservas de divisas decrecieron de 264.200 millones $ en marzo, a 200.000 millones a finales de año. El país, tras 11 años de crecimiento positivo, estuvo lindando la recesión económica. El FMI predijo para 2009 una contracción del 4% y la OCDE de un 2,2 %. Pero, esta vez, tampoco acertaron. Corea del Sur volvió a la senda del crecimiento positivo a finales de 2009 gracias a las políticas públicas para estimular el sector productivo. Se acompañaron de una trepidante política exterior, con un gran componente comercial y energético, para apoyar a las empresas exportadoras a mantener, e incluso ganar, posiciones en los mercados exteriores. Para 2010 las perspectivas económicas, aunque invitan a la prudencia, son optimistas: el Banco Central de Corea pronosticó un crecimiento económico del 4,6 %, la OCDE de un 4,4 % y el FM de un 4,5 %. Es inferior a los de China e India, pero muy superior a los de EEUU, la UE y Japón.

Giné Daví, Jaume
La grave crisis económica de Corea del Norte
Carta de Asia - Economía
Barcelona: Casa Asia
No. 366, 07/2010, p. 1-2
[Electronic resource]
Se analizan los factores que han conducido al país en una delicada situación económica: el estrepitoso fracaso de la reforma monetaria aprobada el 30 de noviembre de 2009 y la decisión de Seúl de suspender las relaciones económicas y comerciales con el Norte, tras el hundimiento por un torpedo norcoreano del buque surcoreano "Cheonan" acaecido el 26 de marzo. El régimen de Pyongyang solo puede resistir gracias a la ayuda económica de China.

Giné Daví, Jaume
Retos y realidades de Asia Oriental en el 2008
Anuario Asia Pacífico
CIDOB; Casa Asia; Real Instituto Elcano
Vol. año 2008, 09/2009, p. 21-31
Asia Oriental ha vivido un año repleto de cruciales acontecimientos políticos y económicos. El 2008 fue el año de la reafirmación de China como gran potencia regional y mundial. El país organizó unos extraordinarios Juegos Olímpicos y celebró el 30º aniversario del inicio de las reformas económicas impulsadas por Deng Xiaoping. Peor suerte corrió Japón, que siguió encallado en la inestabilidad política y una lánguida crisis económica, que le resta dinamismo desde hace casi dos décadas. Corea del Sur vio, en gran parte, defraudadas las grandes expectativas políticas y económicas que había suscitado en un primer momento la victoria electoral del presidente Lee Myung-Bak. En cuanto a la mitad norte de la península, el proceso de negociaciones abierto entorno a las "Conversaciones a Seis Bandas" se estancó en el 2008. Pocos fueron los avances significativos en pos de la apertura del régimen de Pyongyang, incluso ante la perspectiva de una posible sucesión al frente del poder. Sin embargo, sí se tuvo la sensación de inaugurar una nueva etapa de diálogo político y mayor cooperación económica entre Beijing y Taipei tras el acceso de Ma Ying-jeou a la presidencia de Taiwan. También la victoria de Barack Obama en las elecciones norteamericanas podía tener implicaciones significativas para la región, de darse efectivamente los nuevos enfoques sugeridos por el nuevo presidente en los de la resolución negociada de los conflictos. También en la dirección inversa, Asia Oriental generó expectativas de una mayor implicación en las cuestiones internacionales, con una activa participación en la cumbre del G-20.

Giné Daví, Jaume
Tailàndia, una societat dividida territorialment i socialment
Butlletí Centre d'Estudis Jordi Pujol
Barcelona: Centre d'Estudis Jordi Pujol
No. 212, 06/2010, p. 1-2
[Electronic resource]
El bello país de las sonrisas sufre desde hace 4 años una crisis política que está profundizando la división social y territorial. Un "tsunami" político que azota con réplicas periódicas la vida política tailandesa. La cruenta intervención militar para poner fin, el 19 de mayo, a la ocupación del centro comercial y financiero de Bangkok por parte de los camisas rojas, ha llevado políticamente al país a un callejón en el cual aún no se divisa la salida.

Govindarajan Kamatchi, Rajaram
La teoria de la división:
El porqué del fracaso del modelo de gestión sanitario español.
SEDISA Siglo XXI
Madrid: Sociedad Española de Directivos de la Salud (SEDISA)
No. 16, 02/2010
[Electronic resource]
¿Por qué falla el modelo actual? Porque falla el propio diseño del organigrama que divide la organización en líneas "verticales": por "médicos", "enfermeros" y otros especialistas, y se aumenta así la anchura de las fracturas ya existentes entre estos colectivos, al nombrar un jefe para cada uno de ellos.

Iglesias Bedós, Oriol
Redes sociales: retos y oportunidades desde la perspectiva de las marcas
Iglesias, O.; Sørdal, M.
Harvard Deusto Márketing & Ventas
Barcelona: Deusto
No. 97, 03/2010, p. 75-79
¿Qué oportunidades y amenazas supone la Web 2.0 para la gestión de marcas? ¿Cómo se deben planificar y ejecutar las actividades de marketing en las redes sociales? ¿Es posible controlar las marcas en este nuevo entorno? ¿Quién es ahora el verdadero propietario de una marca? Éstas son algunas de las preguntas más recurrentes que muchos directores de marketing y brand managers se hacen hoy día. Para algunas de ellas, las respuestas parecen claras, pero otras todavía plantean importantes incógnitas en un momento de cambios continuos y aprendizaje constante como el actual.

Lozano Soler, Josep Maria
Lo importante no siempre es interesante
Stakeholders
Lima: Stakeholders
Año 3, no. 19, 11/2009, p. 6-7
Artículo en el que se reflexiona sobre los valores que deben regir el servicio público y sobre los instrumentos y prácticas que pueden favorecer su integración en la gestión cotidiana. Se destaca el compromiso profesional con el servicio a los ciudadanos y la ética pública, así como la necesidad de institucionalizar su propia identidad, distinguiéndose de los valores de la ética política.

Margalef Herrerías, Josep
Los nuevos conceptos en logística inciden en la mejora de los márgenes
El Vigía: Periódico Semanal de la Logística, Transporte, Empresas y Negocios
Barcelona: Publicaciones de los Puertos de España
No. *Suplemento especial de formación*, 04/2010, p. 7
En esta entrevista advierte de los peligros de recortar en formación, acuciados por la crisis. A su juicio, ésta es sólo una solución cortoplacista, que pone en peligro la visión estratégica a largo plazo que debe guiar a los operadores logísticos con vistas a su competitividad.

Murillo Bonvehí, David
Reflexions sobre la crisi
VIA Valors, Idees, Actituds
Barcelona: Centre d'Estudis Jordi Pujol
No. 10, 09/2009, p. 36
Los cambios en los valores, las ideas y las actitudes que se desprenden de la crisis actual, a estas alturas, son todavía un interrogante. Sin embargo, esto no nos impide empezar a vislumbrar por donde irá el futuro. En esta sección de «Debate», pues, hemos incluido textos que consideramos esenciales para comprender las nuevas tendencias de fondo.

Murillo Bonvehí, David
L'Economia com a cultura.
Quina mena de cultura és l'economia?
Qüestions de vida cristiana
Barcelona: Publicacions de l'Abadia de Montserrat
No. 235, 12/2009, p. 113-123
Reflexions sobre l'economia des d'una perspectiva cultural, dins del monogràfic d'aquest número de la revista dedicat a diversos vessants de la cultura.

Murillo Bonvehí, David
La propuesta de valor
Manager Focus
Bilbao: Ediciones PMP (Professional Management Publications)
Vol. 14, no. 22/09, 12/2009, p. 8
Se aborda la redefinición de los roles del Estado, del "tercer sector" y del mundo empresarial. También se apunta cómo las empresas afrontan el nuevo contexto en que se las interpela a contribuir socialmente, y ya no sólo económicamente, a las sociedades en las que operan.

Olvera Arias, Beatriz
Raya Donet, Andrés
Serrano Rasero, Ignacio
Gestión de personas en un contexto de crisis
Harvard Deusto Business Review
Barcelona: Deusto
No. 184, 11/2009, p. 22-28
La dirección de personas y el liderazgo de equipos forman parte de la realidad cotidiana a la que tienen que atender todos los directivos. Dirigir personas en un contexto de crisis económica comporta, por encima de cualquier otra consideración, asegurarse de que se vinculan las conductas de los profesionales con los resultados efectivos que consigue la organización.

Parada Balderrama, Pedro Alfonso
Strategy when government matters: How to implement non-market strategies
Effective Executive
Hyderabad (India): ICFAI University Press
Vol. 12, no. 12, 10/2009, p. 48-54
Non-market strategies matter and are highly relevant in the context of internationalisation and globalisation. They incorporate multiple stakeholders in strategic thinking. There are several areas where companies may engage stakeholders in carrying out non-market strategies. While the value of non-market strategies should not be overestimated, it would be unwise to overlook them. How can firms manage their relationships with relevant stakeholders from a strategic perspective? This article presents the mechanisms companies may resort to in implementing non-market strategies.

Planellas Arán, Marcel
Un enfoque estratégico para la gestión de alianzas
Wassmer, U.; Dussauge, P.; Planellas, M.
Harvard Deusto Business Review
Barcelona: Deusto
No. 191, 06/2010, p. 32-44
Cuando una empresa añade una nueva alianza estratégica a su cartera, tiende a centrarse en la cantidad de valor que va a crear la alianza como una operación independiente, pero normalmente pasa por alto el hecho que la composición integral de su cartera de alianzas es un determinante clave de valor que se extraerá de una alianza nueva. En otras palabras, a veces una oportunidad de alianza que promete crear valor desde una perspectiva aislada no creará necesariamente valor desde la perspectiva de la cartera de alianzas. La formación de una nueva alianza puede incluso llegar a ser una operación que destruya valor globalmente.

Raich, Mario
Dolan, Simon Landau
Managing in the new landscape: Can India lead a new dream?
Effective executive
Hyderabad (India): ICFAI University Press
Vol. 12, no. 10, 10/2009, p. 48-56
India can set the stage for a New Golden Age. An era when quantity is not anymore the major measure of success, where ownership is not the main measure of happiness, and where decent life encompasses all our brothers and sisters across the globe. India is already a leader in innovation within the broad spectrum of social entrepreneurship. It is also beginning to shift its focus towards the preparation of a future generation of business students.

Ramis Pujol, Juan
El arma secreta: 'free innovation'
Siebiera, G.; Ramis Pujol, J.
Harvard Deusto Márketing & Ventas
Barcelona: Deusto
No. 94, 11/2009, p. 46-50
En ofertas de servicios low-cost se quita al cliente una serie de beneficios no demasiado necesarios, que, combinada con otras medidas, reduce los costes de la producción del servicio. La puesta en práctica de este concepto representa una amenaza muy seria para cualquier sector y plantea cuestiones como: ¿de qué forma evitamos, como proveedores más o menos tradicionales, que nos reduzcan la cuota de mercado? o ¿hay que convertirse también en una empresa lowcost? Esta "contrapropuesta" parte de la idea de que un cierto tipo de innovación, sobre todo en servicios, es gratis y puede ser el arma ideal para hacer frente a los competidores low-cost.

Sánchez Torres, Esther
De què depen l'assoliment del dret a la igualtat entre homes i dones? Reflexions sobre la gestió del canvi cultural, les seves raons i el paper de la "Llei" en aquest procés
Barcelona Societat. Revista de coneixement i anàlisi social
Observatori Social de Barcelona
No. 17, 12/2009, p. 51-65
Teorització sobre el paper de la norma jurídica com a agent de canvi social i, en particular, de la llei com a impulsora de mesures efectives en matèria d'igualtat d'oportunitats. La reflexió incorpora una sèrie de criteris per integrar a la llei en el conjunt de factors motivadors de l'acció i del canvi cultural.

Sayeras Maspera, Josep M.
La vista de los economistas y las gafas de San Agustín
Economistas
Madrid: Colegio de Economistas de Madrid
No. 123, 03/2010, 332-335
En los últimos meses, muchos de nosotros hemos sido interpelados con preguntas del tipo ¿Qué es la economía? ¿En qué consiste? ¿Para qué sirve? ¿Qué analizabais para no daros cuenta de nada? ¿Dónde estabais mirando? Detrás de estas cuestiones subyace el cuestionamiento sobre nuestra capacidad para aportar directrices que mejoren el sistema económico y anticipen sus ciclos negativos. Un buen título para un best-seller de los próximos años podría ser, a tenor de lo visto, "La década en que murió el economista". Este artículo toma esta visión - nunca mejor dicho - para una reflexión sobre los premios nobel de Economía del año 2009: Elinor Ostrom y Oliver Williamson "por su análisis de la gobernabilidad económica" (economic governance).

Segarra Costa, Enric
¿De dónde proceden las ideas?: las fuentes de la innovación en la empresa
Harvard-Deusto Business Review
Barcelona: Deusto
No. 187, 02/2010, p. 50-56
La generación de ideas es uno de los elementos que marcan el éxito de las empresas que compiten por hacerse un hueco en el mercado, y la pregunta que se hacen muchos directivos es precisamente ésa: ¿de dónde sacamos esas ideas que nos permitirán superar a la competencia? El autor de este artículo indica seis posibles fuentes de ideas que las empresas pueden aprovechar y ofrece las claves para trabajar con cada una de ellas.

Soto Álvarez, Augusto
China: disidencia y ciberespacio
Análisis del Real Instituto Elcano (ARI)
Madrid: Real Instituto Elcano de Estudios Internacionales y Estratégicos
No. 59/2010, 04/2010, p. 1-7
[Electronic resource]
Este análisis se propone, primero, explicar la relevancia de la detención de Liu Xiaobo y su importancia en relación con el activismo chino de significado político y social de los últimos años. A continuación ofrece algunas interpretaciones sobre el enfrentamiento Google-Pekín, casi coincidente con el caso Liu y relacionado con ciberataques y censura. Por último, analiza aspectos del pulso de poder en el ciberespacio.

Soto Álvarez, Augusto
Dimensiones actuales de la seguridad de China
Análisis del Real Instituto Elcano (ARI)
Madrid: Real Instituto Elcano de Estudios Internacionales y Estratégicos
No. 114/2010, 07/2010, p. 1-6
[Electronic resource]
Este análisis se propone, primero, resaltar algunas dimensiones estructurales de la seguridad del país, por lo general poco asociadas a ella. En segundo lugar, intenta explicar las implicaciones locales e internacionales de recientes acontecimientos de inestabilidad en la Región Autónoma del Xinjiang. Por último, en relación con Asia Central, reflexiona sobre la necesidad de un enfoque más global a la hora de encarar las variadas amenazas originarias de esa zona.

Vila Fernández-Santacruz, Mar
Chic & Basic
Enz, C.; Sun, J.; Vila Fernández-Santacruz, M.
Cornell Hospitality Report
Ithaca, N.Y.: Cornell University. Center for Hospitality Research
Vol. 10, no. 10, 07/2010, p. 10-11
Service innovation is the introduction of new or novel ideas that focus on services that provide new ways of delivering a benefit, new service concepts, or new service business models through continuous operational improvement, technology, investment in employee performance, or management of the customer experience. Since the formulation of this definition at a Center for Hospitality Research roundtable, we have sought to identify innovative practices that focus on services. In the presented cases, we feature organisations that distinctively illustrate service-focused innovations, whether they offer exemplary customer service delivery, build service cultures, introduce new service concepts or business models, refine the implementation of new services (i.e., process innovation), or use technology to enable customer services. Chic & Basic has devised a new hostel concept using key elements of cost management, while offering distinctive amenities and design elements.

Vila Fernández-Santacruz, Mar
Costa Guix, Gerard
No hay mal que por bien no venga
Savia: Revista de Economía y Viajes
Amadeus España
No. 75, 02/2010, p. 6-7
Pasadas las segundas navidades en período de crisis se puede hablar de un proceso de aprendizaje del consumidor. Tras la presentación del Segundo informe del Observatorio de Consumo de ESADE, más allá de las cifras, interesa resaltar dos grandes tendencias sociológicas que se pueden observar en este segundo año de crisis, en la que se denomina por algunos expertos la "era de las consecuencias". El consumidor, fruto de su aprendizaje del período de crisis, requiere de las empresas estrategias de precios y de comunicación más coherentes, y mayor responsabilidad en los servicios que le ofrecen.


PENSAR
ESTRATEGICAMENTE
ACCIÓN SOCIAL
ESTRATÉGICA
MANAGING
THE GLOBAL
WORKFORCE
ADIANTE
As empresas e a sociedade em transformação
Mario Raich e Simon L. Dolan
ESTUDIOS sobre
PRUEBA PENAL
Manual jurídico práctico para el delegado de prevención de riesgos laborales
10
MANDAMENTOS
PARA GESTÃO
DE PESSOAS
ECONOMIA
SOCIAL
DE MERCAT
Estructura ideològica de l'Economia Social de Mercat
Eugenio M. Recio

Books

Books and Book Chapters

Abel Lluch, Xavier
Richard González, Manuel
Estudios sobre prueba penal. Volumen I. Actos de investigación y medios de prueba en el proceso penal: competencia, objeto y límites
Madrid: Wolters Kluwer. La Ley, 06/2010
461 p.
Estudios sobre prueba penal; no. 1

La obra *Estudios sobre prueba penal* se estructura en tres volúmenes con el siguiente contenido: Volumen I: Actos de investigación y medios de prueba en el proceso penal: competencia, objeto y límites. Volumen II: Actos de investigación y medios de prueba en el proceso penal: Inspección ocular. Idenfitificación del delincuente. Diligencias de carácter personal. Volumen III: Actos de investigación y prueba en el proceso penal. La entrada y registro. La intervención de las comunicaciones privadas, telefónicas y de las comunicaciones electrónicas. La grabación o reproducción del sonido o la imagen. Este primer volumen contiene estudios sobre cuestiones fundamentales que determinan el cómo y el porqué de la prueba en el proceso penal, sobre aspectos diversos como la protección constitucional del Derecho a la prueba, la prueba ilícita, la delimitación conceptual de los actos de investigación, instrucción y prueba, la competencia de la policía para la investigación de actos delictivos, las funetes de prueba y la estructura de los procesos penales, y los límites de la investigación sumarial y los derechos del imputado en la fase de instrucción.

Abel Lluch, Xavier (director)
Picó Junoy, Joan (director)
Ginés Castellet, Núria (coordinator)
La prueba documental
Barcelona: J. M. Bosch
602 p.
Formación continua Facultad de Derecho ESADE. Estudios prácticos sobre los medios de prueba; no. 4

Esta obra constituye el cuarto de los títulos publicados en la serie Estudios prácticos sobre los medios de prueba, dentro de la colección de Formación Continua-Facultad de Derecho ESADE, que tiene por objeto analizar cuestiones controvertidas sobre los distintos medios de probatorios civiles en la práctica de los Juzgados y Tribunales, y aportar soluciones concretas a las mismas. La obra es el resultado de un trabajo desarrollado por un Grupo de Investigación en Prueba; integrado por universitarios y jueces, y dirigido por los profesores Xavier Abel Lluch y Joan Picó i Junoy. Comprende un estudio monográfico de la prueba documental, partiendo de las diversas nociones del documento y la tipología de documentos a efectos probatorios en la Ley 1/2000. Se analiza exhaustivamente la presentación de los documentos, el deber de exhibición documental, la verificación documental, la eficacia probatoria del documento y la impugnación de la prueba documental. Comprende también un estudio teórico-práctico de hasta veinte cuestiones controvertidas sobre la prueba documental, agrupadas en cinco capítulos (1º. Aportación de documentos; 2º. Aportación de documentos en supuestos especiales; 3º. Obtención del documento y deber de exhibición entre partes y terceros; 4º. Impugnación de documentos; 5º.- Valoración de documentos). A título de ejemplo alguna de las cuestiones analizadas son: ¿Puede el juez sugerir a las partes, al amparo del art. 429,1, II y III LEC, la aportación de un documento cuyo momento procesal de aportación ya ha precluido? ¿Debe inadmitirse el documento redactado en lengua extranjera cuando no se aporta su traducción? ¿Es subsanable la omisión del traslado de copias cuando la parte actúa mediante procurador? ¿Puede el actor en el juicio verbal aportar un documento en el acto de la vista, alegando el derecho a la igualdad procesal de las partes? En el juicio monitorio, ¿debe aportarse los documentos originales que menciona el art. 812 LEC, o basta la mera fotocopia? ¿Puede el médico negarse a atender el requerimiento judicial para la aportación de la historia clínica amparándose en el secreto profesional? ¿Puede el juez exigir la aportación al proceso de las anotaciones subjetivas del médico en la historia clínica? En el caso que la parte requerida de exhibición documental no aporte el documento, ¿puede el juez acordar una diligencia de entrada y registro con el objeto de aportar a los autos los documentos solicitados por el otro litigante? ¿Impide el art. 95,1 f) y h) de la Ley General Tributaria 58/2003, recabar de la Agencia Tributaria documentos a efectos de su utilización como prueba documental en el proceso civil? A los efectos del trámite del art. 427.1 LEC, ¿debe la parte impugnar la autenticidad o la fuerza probatoria del documento? ¿Qué distinción hay a efectos valorativos entre un documento administrativo y un documento público? En particular, ¿cómo debe valorarse un atestado o un acta administrativa? ¿Es válida como tal la presentación de un documento público o privado mediante fotocopia? La respuesta a cada una de las cuestiones comprende un comentario jurídico, la jurisprudencia sistematizada y el extracto de las resoluciones judiciales más relevantes.

Bonache Pérez, Jaime Alfonso
Managing the global workforce
Caligiuri, P.; Lepak, D.; Bonache, J. A.
Hoboken, N.J.: John Wiley & Sons, 01/2010
218 p.
Global dimensions of business series

This concise text takes on the principal issues involved in the management of a global workforce, and is designed as a useful guide for short executive courses. It features new, up-to-date coverage of several stages of global development for organizations. The authors present three ways to organize the HR Function world-wide; set out cross-border differences in employment laws; include 'the strategic global assignment process' - self-assessment of global competence; and conclude by mapping future developments in field. It represents a key text for undergraduates, MBA students, and management/HRM researchers alike.

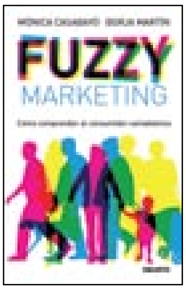
Carreras Fisas, Ignasi
Iglesias Pie, Maria
Sureda Varela, Maria
Transformar con éxito las ONG. El liderazgo del cambio
Barcelona: ESADE. Instituto de Innovación Social, 06/2010
212 p.
La publicación se centra en una temática fundamental para la sostenibilidad de cualquier tipo de entidad: cómo liderar y gestionar los cambios. Aunque toda organización debe ser capaz de saber transformarse con éxito, esta necesidad es más vital si cabe para las organizaciones no lucrativas: ¿Cómo va a promover el cambio social una entidad estática?

¿Cómo va a alcanzar su misión una ONG que no es capaz de ir reorientando su acción a medida que cambian su entorno y las necesidades sociales a cubrir?
El estudio ha permitido elaborar un modelo propio de liderazgo del cambio. El modelo divide los procesos de cambio en tres etapas: generar el cambio, promover el cambio e institucionalizar el cambio. En cada una de ellas, se han identificado los principales factores clave, a partir de la adaptación del modelo de Kotter al sector no lucrativo. Así, se enumeran los diez elementos clave a tener en cuenta para poder desarrollar procesos de transformación exitosos en las ONG.

Casabayó Bonás, Mònica
Martín Garreta, Francisco de Borja

Fuzzy marketing: cómo comprender al consumidor camaleónico

Barcelona: Deusto, 01/2010
223 p.

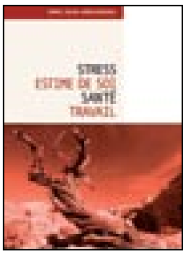


Tener fe ciega en los estudios de mercado que segmentan al consumidor sólo lleva a satisfacer de forma parcial sus necesidades. Por ejemplo, una mujer, de 35 años, profesora, madre de 2 hijos, excursionista, lectora ávida, maruja a la hora de comprar productos de limpieza... ¿En qué grupo queda encasillada? El consumidor actual es camaleónico y hay que analizarlo desde un ángulo sin restricciones, dinámico. Fuzzy Marketing, plantea un modelo sustentado en la teoría de la lógica difusa (fuzzy logic) que tiene en cuenta la realidad cambiante del consumidor para transformarla en una firme oportunidad para la empresa. Es un nuevo modelo diseñado para identificar y cuantificar realidades del consumidor que la competencia aún no ha reconocido y que el consumidor, en la mayoría de los casos, no es capaz de verbalizar. Esencialmente consiste en identificar insights y determinar su potencialidad por segmentos en un mercado dominado por una conducta camaleónica.

Dolan, Simon

Stress, estime de soin, santé , travail

Dolan, S.; Arsenault, A.
Montreal: Presses de l'Université du Québec, 12/2009
327 p.



Penser accroître la productivité qualitative et quantitative des employés en les poussant à la limite de leurs capacités, c'est faire fi des coûts cachés du stress ; proposer un milieu de travail peu stimulant où l'ennui favorise une bureaucratie du «rien-faire», c'est ignorer l'importance de l'«estime de soi»; mais comment susciter chez l'employé un sentiment de fierté et d'engagement envers l'organisation ainsi que l'élévation de son degré de motivation et de créativité? Les auteurs présentent des modèles conceptuels et pratiques permettant de relever l'un des plus grands défis de notre temps: générer la richesse et créer des emplois dans un contexte mondial hyperconcurrentiel, et ce, sans produire de niveaux de stress excessifs tout en essayant de tenir compte de l'estime de soi chez l'être humain. Ce livre emprunte un parcours stimulant qui démystifie la notion de stress et propose des explications raisonnables de même qu'une panoplie d'outils facilitant la gestion du stress individuel et organisationnel. On y trouvera d'innombrables citations de respectables présidents de multinationales, de chefs de grandes sociétés ou d'entreprises ainsi que de spécialistes universitaires et scientifiques qui vous permettront de créer des milieux de travail sains et productifs.

Dolan, Simon

Os 10 mandamentos para gestão de pessoas

Dolan, S.; Soto Pineda, R. E.
Rio de Janeiro: Qualitymark, 12/2009
328 p.

A vida é um constante processo de busca, desafio e adaptação no qual se encontra comprometido o desenvolvimento humano. O universo mercadológico não para e, a todo momento, passa por transformações. Para que os negócios acompanhem esse crescimento, é importante compreender, integrar e manter a força de trabalho nas organizações. Ela é o coração que bombeia energia para a corporação. Essa é a premissa do livro Os 10 Mandamentos para Gestão de Pessoas, escrito por Simon L. Dolan e Eduardo Soto Pineda.
Na obra, os autores aprofundam a importância do conceito de agregar o poder de trabalho nas empresas. Através de 10 mandamentos que dão título ao livro, eles expõem os princípios que guiam o comportamento ideal de executivos e empregados de uma corporação para que seus esforços atinjam os resultados esperados. Por meio de depoimentos de profissionais das áreas de RH e administração, além de gráficos, figuras esquemáticas e tabelas, Simon e Eduardo descrevem e ilustram a importância de se aplicar conceitos como motivar e reconhecer esforços; comunicar idéias e exercer influência; desenvolver projetos; transformar grupos em equipes e gerenciar, entre outros.

Ferrás Hernández, Xavier

Innovación 6.0: el fin de la estrategia

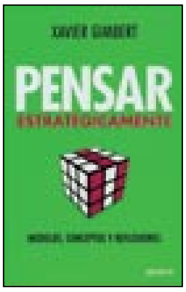
Barcelona: Plataforma, 05/2010
197 p.
Actual

La estrategia ha muerto. Viva la innovación. Desde todos los enfoques prácticos y teóricos, la única estrategia posible en el mundo hipercompetitivo del siglo XXI es la innovación sistemática, en todas las dimensiones (producto, proceso, organización, marketing, tecnología y modelo de negocio). Pero el cambio de paradigma no se produce sólo desde la perspectiva estratégica: la innovación se extiende al ecosistema. Las empresas son seres vivos que compiten con reglas de supervivencia y muerte claras, como en un auténtico ecosistema biológico. Los países que triunfen en el futuro serán culturalmente emprendedores e innovadores o quedarán definitivamente arrinconados de la historia.

Gallucci Calabrese, Carlo
Sicurello, Carlos
Dirección de marketing: gestión estratégica del mercado
Lambin, J.–J.; Gallucci, C.; Sicurello, C.
2ª ed.
México D.F.: McGraw-Hill Interamericana, 05/2009
XXII, 596 p.

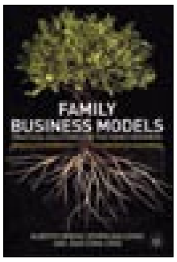
Dirección de Marketing ofrece una amplia cobertura tanto del marketing estratégico como del operativo mediante conceptos y casos actuales con una perspectiva global en toda la obra. Algunas características distintivas son: análisis de las bases ideológicas del marketing, el concepto de orientación al mercado, analiza la estructura de necesidades tanto del consumidor individual como del consumidor de negocio a negocio (B2B), examina los diferentes roles del consumidor, contiene una sección dedicada al marketing estratégico del distribuidor (un tema con frecuencia omitido en los libros de texto de marketing) e incorporación de casos latinoamericanos.

Gimbert Ràfols, Xavier
Pensar estratégicamente: modelos, conceptos y reflexiones
Barcelona: Deusto, 02/2010
301 p.
Management



Pensar es lo que distingue a los seres humanos del resto de animales. Pensar es asimismo lo que diferencia entre sí a cada uno de los humanos. Pensamos diferente y eso nos hace distintos, porque eso nos hace hacer cosas de modo diverso. Las empresas tampoco son iguales debido a que piensan diferente y, en consecuencia, hacen diferente. En el caso de las compañías, piensan estratégicamente distinto por lo que realizan estrategias dispares. Es cierto, las empresas también son diferentes, y mucho; por lo que poseen, por los recursos que tienen (tecnología, know-how, intangibles como la marca, dinero, edificios, instalaciones). Sin embargo, si se trata de reflexionar sobre las ventajas competitivas futuras, lo básico será un recurso no incluido en la lista anterior, las personas. Los recursos anteriores son asimismo esenciales, pero el pensamiento estratégico, los conocimientos y las habilidades de las personas de la organización será lo que la conducirá al futuro. Son las personas las que hacen hacer a la empresa. La historia empresarial está repleta de ejemplos en que el pequeño acaba por destronar al grande basándose en su ingenio estratégico. El objetivo de este libro es ayudar a pensar estratégicamente. Explica de forma sencilla y clara los elementos, conceptos, análisis e interrelaciones que componen este pensamiento estratégico. Además ofrece modelos de reflexión como guías de este proceso. Esta obra ha sido concebida, desde su origen, a partir de un claro esquema, un modelo de gestión que permite su seguimiento de forma sencilla y entendible, construyendo cada capítulo sobre el anterior. Explica de forma fácil tanto los distintos conceptos estratégicos, como las complejas interrelaciones que existen entre ellos. Esto se debe a que, aún siendo el tema complicado y denso, su narración es actual, didáctica y clara. Contiene constantes referencias a compañías y situaciones empresariales. Se apoya asimismo en símiles y metáforas que ayudan a entender cada perspectiva empresarial. Intenta ser absolutamente práctico y útil, por ello, también se agrega al final de cada capítulo una serie de preguntas para la reflexión, cuestiones para la aplicación directa a la empresa de los conceptos, modelos y reflexiones descritos durante el capítulo. En definitiva, este libro pretende explicar las claves de la gestión empresarial con un estilo distinto, un estilo que permita su fácil lectura, muy lejos de los típicos y pesados manuales de gestión, facilitando de este modo la reflexión sobre los grandes conceptos de la estrategia de la empresa.

Gimeno Sandig, Alberto
Family business models:
Practical solutions for the family business
Gimeno, A.; Baulenas, G.; Coma-Cros, J.
New York: Palgrave MacMillan, 06/2010
181 p.



What does this book offer those interested in the family business? This is a book about how to manage the family business, and our intention is to help the reader build better managed and more stable family firms. For this reason, we consider that it is recommended reading for all those with an interest in the family business: members of business families, members of senior management in family firms, consultants, scholars of the phenomenon, and indeed anyone simply interested in the subject.
This book is the fruit of twenty years' work in this field. We have studied the literature on the subject, and we have been in contact with specialists and business families all over the world.
Our aim has always been the same: to gain a better understanding of the workings of the family business and to generate approaches allowing the best possible management of the family/business relationship. We have pursued a twofold goal: the business family should be satisfied with the relationship, and company results should likewise be satisfactory. As we have justified in our previous works, these two goals reinforce each other.
When business families understand the nature of the tasks they need to undertake, they act accordingly and in most cases effectively. The important thing for the family is to be aware, and to make the right diagnosis of their situation as a family business.
This book is based on the enormous amount of data we have gathered using the FBK-Diagnostic expert system. This has given us the opportunity to work with detailed information on more than 1,200 Spanish family firms, thus allowing us to contrast our points of view and forcing us to rethink our approach in order to make it consistent.
The reader will see that this book is organised differently from any other book on the family business he or she may have read before. It seeks to create a map enabling the reader to know when and why it is important to apply each of the aspects of family business management that have been developed over the last thirty years. Our interest is focused on offering a road map for senior managers and business-owning families in order to help them define where they stand, where they want to go and how.
In Chapter 1 we present the history of family business management since it was first identified as a specific aspect of management. We briefly present the contribution made, in our opinion, by each different tendency, together with its possible limitations.
In Chapter 2 we introduce the family business management formula. The purpose of this formula is to show that family businesses differ. We hold that the complexity profile of the family business is a useful and practical way of grasping these differences and defining what kind of management to practise.
In this chapter we propose a way to define the structure of the family/business relationship, which comprises a variety of interrelated aspects, both hard and soft.

In Chapter 3 we introduce the idea of family business models, that is, the idea that family businesses can be grouped according to type. We describe the set of characteristics of each of these models.
In Chapter 4 we address the consequences for management that derive from the various models. The reader will see how each model has its own challenges, and why so many well-intentioned undertakings end in failure.
In the annex at the end of the book we present a detailed account of those aspects that we consider should be managed in the family firm. We recommend those families wishing to further develop their family/business relationship structures to use it as a reference document and guide.
We hope that this book will be useful to the reader, and that it will help to strengthen the fabric of family businesses, which are the foundations of the world's economies. The family business is the best form of business organisation when it is capable of bringing together aspirations and combining efforts, when it is capable of enriching the achievement of one in the continuity of the achievement of many, and when it is capable of respecting its past by transforming it into its future.

Govindarajan Kamatchi, Rajaram

El desorden sanitario tiene cura

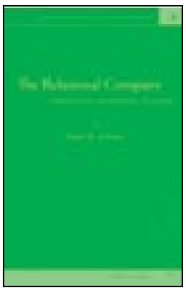
Barcelona: Marge Books, 12/2009
206 p.

A través de este libro, el autor pone de manifiesto los principales problemas en el sistema sanitario de nuestro país y nos ofrece herramientas de gestión de comprobada eficacia para analizarlos, corregirlos y, finalmente, prevenirlos. El autor muestra el "modelo de gestión por procesos", un sistema que consiste en dividir una organización en líneas "horizontales", gestionadas en unidades asistenciales multidisciplinares (llamadas procesos), en vez de por especialidades médicas y sanitarias, con la finalidad de facilitar un mejor funcionamiento y control de las mismas.

Lozano Soler, Josep Maria

The relational company:
Responsibility, sustainability, citizenship

Oxford: Peter Lang, 12/2009.
198 p.
Frontiers of business ethics; no. 8



Recent years have seen great debate on and much progress in corporate social responsibility (CSR). Headway has been made in the development of the CSR agenda and the dissemination of management models. All these advances have been accompanied by an ideological debate that paradoxically leads to a call for greater clarification of what is meant by CSR. This book stands at this crossroads. It can be seen as a chronicle and at, the same time, a synthesis of this whole debate. Yet, ultimately, it proposes a way of understanding CSR and a way of approaching it and, as such, also takes sides in the debate. By making a distinction between social action, corporate social responsibility, the responsible and sustainable company and the relational company, the author clarifies the various ways of approaching the relationship between business and society, and opts for the expression 'relational company' as a reference framework for providing insight into the new role that the company can play in contemporary society, linked to the idea of citizenship. From this perspective, the author offers a re-reading of fundamental issues for business management such as stakeholder relationship, development of organisational values and ethics, accountability, and the meaning of success in business.

Lozano Soler, Josep Maria
Albareda Vivó, Laura
Ysa Figueras, Tamyko

Governments and corporate social responsibility:
Public policies beyond regulation and voluntary compliance
(in Chinese)

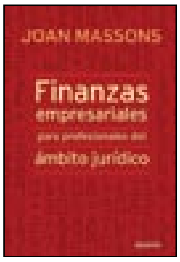
Lozano Soler, J.M.; Albareda Vivó, L.; Ysa Figueras, T.; Roscher, H.; Marcuccio, M.
Beijing: CNIPR, 12/2009
195 p.

This book places the analysis of CSR public policies beyond regulation and voluntary compliance and presents an analytical framework for understanding how governments develop and design CSR policies. The research analyses and compares CSR public policies in 15 European Union countries. As a result of this research the authors have defined four models of CSR public policies which exist in the European Union. The agendas of themes and instruments implemented by governments to promote CSR are analyzed from a relational perspective. This encompasses the relationships between all the various stakeholders (governments, businesses and civil society) taking into account the socioeconomic context in which these relationships stand.

Massons Rabassa, Joan

Finanzas empresariales para profesionales del ámbito jurídico

Barcelona: Deusto, 09/2009
362 p.



Abogados, procuradores, asesores jurídicos, gestores y muchos otros profesionales se dejan la piel a diario por defender los intereses de sus clientes, pero muchas veces consiguen lo contrario por falta de formación en cuestiones esenciales de finanzas. Este libro se convertirá en su bote salvavidas, pues en él encontrarán todos los conocimientos que necesitan para ejercer su trabajo con excelencia y no dejar que les cuelen ningún gol. Libro de largo recorrido llamado a convertirse en un manual de supervivencia para profesionales del ámbito jurídico. Indispensable y largamente esperado por abogados, jueces, estudiantes de Derecho, procuradores y demás profesionales del ámbito jurídico que necesitan unas pinceladas de finanzas.

Palacín Antor, Ramon

De directivo a empresario:
guía para directivos que desean adquirir una empresa

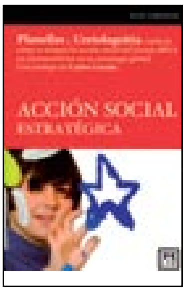
Barcelona: Profit, 11/2009
248 p.

El libro está especialmente enfocado a directivos que se planteen dar un paso adelante en su carrera profesional y convertirse en empresarios ya que está basado en la experiencia de otros directivos que han tenido éxito al llevar a cabo un Management Buy Out. Esta obra responde a las siguientes preguntas: ¿en qué consiste la adquisición de empresas por parte de directivos realizando un Management Buy Out? ¿Cómo se desarrolla la negociación de la adquisición de la empresa Vía Management Buy Out? ¿Cómo se instrumenta la adquisición conjuntamente con una empresa de capital riesgo y un banco? ¿Cómo se genera valor después de la adquisición? ¿Por qué los directivos generales adquieren empresas? ¿Cuáles son los factores relevantes en la negociación de la adquisición? ¿Cuál es la estrategia después de la adquisición? ¿Qué características debe tener el director general para que el Management Buy Out tenga éxito?

Planellas Arán, Marcel
Urriolagoitia Doria Medina, Lourdes

Acción social estratégica

Madrid: LID, 06/2009
151 p.
Acción empresarial. Serie general



La crisis económica ha puesto en primera página de la actualidad la relación entre empresa y sociedad. Aunque el debate viene de lejos y las posiciones se encuentran aún bastante encontradas. Hay quién considera que la responsabilidad de las empresas es maximizar su beneficio, mientras que otros creen que las empresas han de ser responsables socialmente. ¿Se puede ajustar la rentabilidad a los principios? Esta podría ser una pregunta básica.

En los últimos años muchas empresas han desarrollado departamentos y políticas de responsabilidad social corporativa (RSC). Pero hay quien opina que este movimiento ha sido fruto de una moda y que desaparecerá a medida que la crisis económica avance y se agrave. La pregunta de futuro sería: ¿cómo se puede alinear la responsabilidad social y la estrategia empresarial?

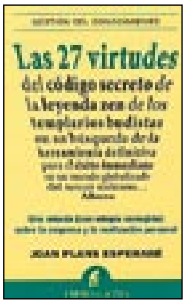
Existe bastante confusión sobre si la RSC es lo mismo que la acción social de la empresa. Y, sobre todo, hay muchos interrogantes sobre cómo llevar a la práctica una política de acción social dentro de la empresa. Las preguntas más concretas y prácticas podrían ser: ¿qué herramientas se pueden utilizar para diseñar una estrategia de acción social?, ¿la acción social ha de ser una actividad del centro corporativo o se puede descentralizar en cada uno de los países?, ¿cómo se lleva a la práctica una política de acción social de un grupo multinacional?, ¿el impacto de la acción social de la empresa se puede medir?

Para responder a estos interrogantes normalmente se recurre a la búsqueda de argumentos procedentes de la economía, de la filosofí-a o de la ética. En el libro que hemos escrito, con Lourdes Urriolagoitia, queremos ofrecer una respuesta desde el mundo de la empresa y hemos seleccionado un caso empresarial: la estrategia de acción social del grupo BBVA en Latinoamérica. Se trata de una investigación de carácter longitudinal, de más de tres años de duración, donde se ha seguido todo el proceso de formulación e implantación de una estrategia de acción social, de una manera exhaustiva e integral. Pensamos que dar a conocer este caso, la experiencia de la estrategia de acción social del Grupo BBVA en Latinoamérica, puede ser una aportación valiosa al debate actual sobre las relaciones entre empresa y sociedad.

Plans Esperabé, Joan

Las 27 virtudes del código secreto de la leyenda zen de los templarios budistas en su búsqueda de la herramienta definitiva...

Barcelona: Empresa Activa, 02/2010
218 p.
Gestión del conocimiento

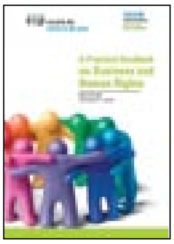


Reflexiones sobre la empresa y la realización personal; una visión humorística y positiva sobre la empresa; un nuevo tipo de libro de empresa. A través de la reflexión inteligente sobre 27 virtudes, el autor sumerge al lector en el análisis del mundo de la empresa y de la vida en general. Sin faltar pequeñas historias inspiradoras, anécdotas personales, ni referencias culturales a otras formas de ver y entender la empresa, se trata de un libro entretenido y digno de leer una y otra vez hasta poder extraerle toda su sabiduría.

Prandi Chevalier, María
Lozano Soler, Josep Maria

A practical handbook on business and human rights

Bellaterra: Universitat Autònoma de Barcelona. Escola de Cultura de Pau, 11/2009
101 p.

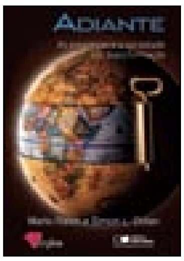


Companies – until now mostly big companies, but increasingly also small and medium-sized ones – today face the challenge of trying to manage their impact in the area of human rights as part of their social responsibility policy (CSR). However, for the private sector, this is a relatively new issue, and there is often a lack of minimum guidelines or information regarding the topic, and also a lack of adequate resources to tackle it with certainty and effectiveness in a highly competitive market where this issue is becoming increasingly relevant. This guide aims to fill that vacuum, while at the same time revealing the enormous potential that the private sector has for promoting human rights and achieving the Millennium Development Goals (MDGs) on a local and international scale. This manual aims to provide, in a didactic and summarised way, information and reflections on present-day issues related to human rights that may prove useful for companies, thereby helping them to manage these issues in the framework of their CSR policy.

Raich, Mario
Dolan, Simon

Adiante: As empresas e a sociedade em transformação

São Paulo: Virgília : Saraiva, 03/2010
344 p.

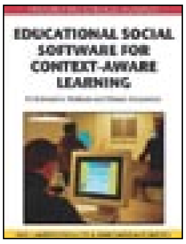


Você provavelmente já ouviu ou leu sobre a mudança do clima na Terra, a grande crise do petróleo, o agravamento da situação do meio ambiente, a explosão do crescimento da população, a pobreza e os fluxos migratórios, e tantos outros assuntos importantes que a humanidade está sendo confrontada nos dias de hoje. Este livro dá uma visão geral dos mais importantes aspectos que agora encaramos, questões que irão afetar o modo como vivemos e fazemos negócios.

Romero Velasco, Margarida (ed.)

Educational social software for context-aware learning: Collaborative methods and human interaction

Lambropoulos, N.; Romero, M. (eds.)
Hershey, Pa.: Information Science Reference, 09/2009
xxi, 310 p.

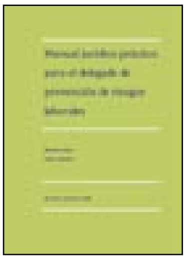


The emergence of Web 2.0 has triggered a trend towards global online social interactions and has brought sociology into the global interactive picture, creating educational issues relating to individual and social learning for the internalisation and externalisation of information and knowledge. Educational social software for context-aware learning examines socio-cultural elements in educational computing focused on design and theory where learning and setting are intertwined. This advanced publication addresses real-life case studies where evaluations have been applied and validated in computational systems.

Sánchez Torres, Esther

Manual jurídico práctico para el delegado de prevención de riesgos laborales

Luque, M.; Sánchez Torres, E.
Barcelona: UGT de Catalunya, 12/2009
240 p.



La Ley de Prevención de Riesgos Laborales prevé una regulación detallada de los derechos de consulta y de participación de los trabajadores en relación a las cuestiones principales que afectan a la seguridad y salud en el trabajo, reconociendo la figura del delegado de prevención, el representante especializado de las personas trabajadoras en esta materia.
La importancia de esta figura justifica este estudio que analiza de una manera práctica la normativa en materia de seguridad y salud.

Sayeras Maspera, Josep M.

Las instituciones y los avatares del sistema cambiario

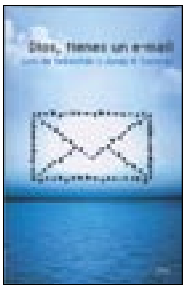
Saarbrücken (Germany): VDM Verlag Dr. Müller, 03/2010.
296 p.

¿Qué hacer ante una crisis financiera? ¿Cómo se produjo? ¿Cómo manejarla? Este libro fue motivado por el creciente número de crisis financieras internacionales que se habían producido durante los últimos tiempos y por la ausencia de un modelo de referencia que pudiera explicar dichos fenómenos. El hecho básico es que éstos son consecuencia de decisiones tomadas por agentes económicos. Cualquier decisión no sólo está basada en unos criterios estrictamente económicos, sino que incorpora aspectos institucionales. El propósito del presente libro ha sido realizar un estudio sobre la incidencia de las instituciones durante la resolución y gestión de una crisis financiera de origen cambiario. Este estudio se inscribe dentro de una corriente de investigaciones en el campo de la Economía Política de las crisis financieras y pretende ser una aportación que permita ampliar el conocimiento actual adentrándose en el terreno institucional y en la toma de decisiones.

Sebastián Carazo, Luis María
Sayeras Maspera, Josep M.

Dios, tienes un e-mail

Barcelona: Ariel, 11/2009
208 p.
Claves



Seres al borde de la desesperación dirigen sus cartas a Dios. En una tradición judeocristiana como la nuestra no puede esperarse otra cosa. El planteamiento ('ayúdame, Señor, en este mal trago') no sería novedoso en absoluto si no fuera porque las cartas tienen respuesta. Esta fórmula permite a los autores tratar situaciones y problemáticas de rabiosa actualidad de forma desenfadada. Las cartas humanas describen con descarnada ironía y sarcasmo, incluso a veces con cierta ironía, retales de la vida actual. Cartas de parados, inmigrantes, hipotecados, entre otros muchos, denuncian ciertas injusticias de la vida cotidiana; las respuestas de Dios, del dios de Sebastián y Sayeras rezuman emociones contrarias a las de sus emisores. Son las de un Dios paciente y misericordioso, bonachón y generoso que busca dar sosiego (y soluciones) a aquellos que acuden en busca de ayuda y consejo.

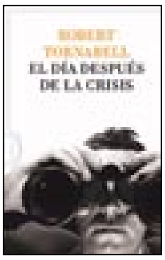
Segarra Costa, Enric

¡Empresas ganadoras! ¿Cuál es su secreto? ¿Cuáles sus estrategias?

Madrid: Bubok Publishing, 07/2010
216 p.

El libro se centra en analizar como una visión "distinta" de la realidad -de como vemos las cosas la mayoría de nosotros- y un pensamiento no lineal (provocador) que desafía los convencionalismos, sirvió a las empresas que se presentan (algunas muy conocidas por todos y otras todavía emergentes pero ya amenazando la hegemonía de alguno de los actuales líderes de mercado) para romper las reglas de juego de sus respectivas industrias y devenir, en un tiempo record, en compañías reconocidas a nivel mundial. A partir de un ejercicio de análisis desenfadado y dinámico de las estrategias que han seguido esas compañías a las que se califica de ganadoras (y que explicaría el éxito que han obtenido), el autor nos propone una nueva herramienta de posicionamiento y análisis estratégico de la competencia, tremendamente visual e intuitiva, que ha de servirles para analizar la fortaleza de la posición que ocupe actualmente su empresa en su mercado y descubrir nuevas oportunidades donde hacer negocio. Tal herramienta les permitirá situar a su empresa y a sus competidores en su contexto en función de la estrategia que tanto ustedes como ellos sigan, dibujar e interpretar sus posibles movimientos de ataque, identificar y explorar nuevas posibilidades tanto dentro de su espacio de mercado natural…como fuera de él y, en último lugar, jugar al beat my own business! (hundir mi propio negocio), sin sufrir daños mayores que el de quedarse con la mosca tras la oreja… por si aquello que simulemos, ¡acaba realmente ocurriendo! ¿Se atreven?

Tornabell Carrió, Robert
El día después de la crisis
Barcelona: Ariel, 01/2010
317 p.
Noema



La Gran Crisis ha sido sincrónica, global y extremadamente dura y prolongada. Empezó con una burbuja inmobiliaria, favorecida por tipos de interés bajos, y luego, los excesos del crédito bancario y el colapso de los mercados de capitales. La salida ha sido desigual, porque primero se recuperaron los países emergentes de Asia, luego Alemania, Francia y Japón (éstos en junio 2009), después Estados Unidos y la mayoría de los países de la Zona Euro, pero no España. El presidente del FMI trazó una certera definición del panorama que vamos a encontrarnos en 2010. “Ahora estamos ante la tercera oleada de la crisis, la que aumenta el desempleo. Las dos primeras fueron la crisis financiera y la consiguiente crisis económica global. Me preocupa el hecho que a medida que el sector financiero resurge de la crisis, la mentalidad de “volvamos a lo de siempre” puede impedir que progresemos de una manera seria” En 2010 y 2011 disminuirá el crédito bancario, el déficit público alcanzará cotas difícilmente soportables y la deuda pública que se acumula expulsará las emisiones del sector privado. En la mayoría de países, la crisis bancaria es una asignatura pendiente, porque todavía en 2010 muchas entidades de crédito ocultan cuál es el volumen de sus productos tóxicos y han de aumentar su capital. Eso impide que renazca el mercado al por mayor de la banca y que el crédito se abarate, con márgenes como los de antes de la crisis. Se ha ganado una batalla, pero no la guerra de los mercados financieros internacionales. Ahora viene el desendeudamiento de las empresas, los bancos y también de los gobiernos. Se trata de curar las heridas que dejó la peor crisis de los últimos ochenta años.

Torrecilla Gimbau, Carles
En efectiu o amb targeta? Curiositats, dades, idees i consells per estalviar i consumir millor
Torrecilla, C.; Basté, J.
Barcelona: Columna, 03/2010
208 p.
L’arquer

És cert que, en alguns supermercats, es manipulaven els carros de la compra perquè es desviessin cap a l’esquerra? Amb quin objectiu? Heu comptat mai què significa per a una família anar al cinema una tarda de diumenge, amb tots els complements, entrada a banda, que això comporta? Tenir una mascota a casa pot suposar una despesa mensual d’entre 60 i 120 euros? Segur que anar a prendre el sol a una platja és gratis? Per què encara hi ha tants sectors laborals que no fan factures? Heu sumat quant ens gastem anant de tant en tant a la perruqueria? És veritat que Espanya és el lloc d’Europa on hi ha més bitllets de 500 euros?
Un economista a qui li agrada explicar i un periodista que s’interessa per l’economia dialoguen sobre el dia a dia de les nostres butxaques des d’un punt de vista terrenal, sobre les coses que realment preocupen la gent: la despesa diària, el consum habitual, la factura domèstica, entre d’altres.
Carles Torrecilla i Jordi Basté conversen sobre economia domèstica, amb un to comprensible en el seu segon llibre, després de l’èxit de Crisi, mentides i grans oportunitats. Un llibre d’anècdotes reals i temes seriosos en què tots ens hi veiem reflectits, perquè ni amb el menjar ni amb els diners, no s’hi juga.

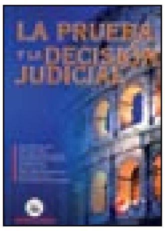
Torres Pérez, Diego
El arte de integrar
Torres, D.; Sorribas, M. (coord. del proyecto);
Carballido, I. (doc. y redacción de casos)
Sant Cugat del Vallès: Strategy Innovation Lab, 12/2009
120 p.

El libro *El arte de integrar* es el resultado de una investigación que comenzó hace algunos años y que se centró en identificar proyectos que utilizan con éxito la cultura como instrumento de inclusión social. El estudio ha analizado cerca de un centenar de iniciativas que emplean diversas actividades culturales para lograr mejorar la integración social de colectivos desfavorecidos. De todos estos proyectos se han seleccionado treinta casos con características muy diferentes pero comparten su capacidad para demostrar el enorme potencial de este tipo de actuaciones.
Los treinta proyectos son muy diversos, tanto por las actividades culturales utilizadas, como por los problemas sociales sobre los que trabajan: discapacidades físicas, discapacidades psíquicas, víctimas de la violencia machista, derechos humanos, comercio justo, catástrofes humanitarias, niños afectados por conflictos bélicos, familias desestructuradas y pobreza extrema, entre otros.
Sin embargo, a pesar de todas estas diferencias, los casos analizados, todos ellos exitosos en la consecución de sus fines, comparten un factor común: una estrategia clara y bien diseñada. Sus líderes han articulado una visión de los beneficios sociales que quieren alcanzar, lo hacen de un modo diferente y singular, basan esa singularidad en una peculiar combinación de recursos y habilidades, su enfoque se basa en un conocimiento profundo de las necesidades de los colectivos sobre los que trabajan, y han creado organizaciones capaces de ir más allá de las capacidades de sus fundadores.
Por otro lado, todos estos casos contribuyen a poner de manifiesto el gran potencial que tienen las actividades culturales y artísticas para contribuir a diferentes causas sociales. Difícilmente la labor de las organizaciones que están detrás de las iniciativas analizadas habría sido igualmente eficaz de no haberse apoyado en la cultura. No solo consiguen efectos beneficiosos sobre las personas, sino que logran centrar la atención de la sociedad en los problemas sociales de nuestro tiempo, sacando lo mejor de cada uno y modificando así percepciones y actitudes.
Estos proyectos sirven para destacar el potencial que supondría para las empresas patrocinadoras de actividades artísticas y culturales desarrollar una dimensión social. Esos patrocinios se convertirían de ese modo en iniciativas singulares, imposibles de imitar, y mucho más efectivas para conseguir sus objetivos. Las interesantes sinergias que surgen de combinar el patrocinio cultural y la acción social serían importantes tanto para la gestión de la imagen y la reputación de la empresa como para mejorar la sociedad en la que operan.
El arte de integrar también supone un reconocimiento a la labor de todos los emprendedores sociales que, con su esfuerzo e ilusión, contribuyen cada día a construir una sociedad mejor. Son personas capaces de producir un impacto positivo en su entorno y legarnos una sociedad mejor y más justa. El libro invita al lector a inspirarse en esas iniciativas y a encontrar modelos a seguir.

Book Chapters

Books and Book Chapters

Abel Lluch, Xavier
A propósito del juicio de admisión de los medios de prueba
In *La prueba y la decisión judicial*
Medellín: Universidad de Medellín, 05/2010
p. 155-184



Dentro de lo obra *La prueba y la decisión judicial*, fruto de una jornada internacional de Derecho Procesal organizada en el mes de marzo de 2010 por la Facultad de Derecho de la Universidad de Medellín, se inscribe el capítulo “A propósito del juicio sobre la admisión de los medios de prueba”, en el que se insertan unas reflexiones sobre la importancia que tiene la admisión de las pruebas en el proceso, partiendo de la distinta posición del juez y de las partes en el proceso, para analizar su relevancia constitucional, los parámetros de admisión y el alcance de la máxima pro probatione, entre otros más destacados.

Abel Lluch, Xavier
Aportación de documentos ex officio iudicis
In *La prueba documental*
Barcelona: J. M. Bosch, 01/2010
p. 259-276

En este capítulo se analiza la aportación de documentos por iniciativa de oficio del juez en el proceso civil. Concretamente, se estudia si puede el juez sugerir a las partes, al amparo del artículo 429.1, II y III LEC, la aportación de un documento cuyo momento procesal de aportación ya ha precluido. También se aborda la cuestión de si el juez puede acordar de oficio y como diligencia final, al amparo del art. 435.2 LEC, la aportación de algún documento.

Abel Lluch, Xavier
Carácter preceptivo de la conciliación
In *La audiencia previa*
Xavier Abel Lluch & Joan Picó i Junoy (dirs.)
Barcelona: J. M. Bosch, 02/2010
p. 169-176

Con respecto a la función conciliadora de la audiencia previa en el proceso civil se analizan varios aspectos, tales como los momentos -inicial y final de la audiencia- en que tiene lugar la facultad conciliadora, las dificultades y ventajas de la conciliación inicial en la audiencia previa, el carácter preceptivo de la conciliación en la fase inicial de la audiencia previa y, finamente, los supuestos en que puede prescindirse la conciliación.

Abel Lluch, Xavier
La homologación de acuerdo
In *La audiencia previa*
Xavier Abel Lluch & Joan Picó i Junoy (dirs.)
Barcelona: J. M. Bosch, 02/2010
p. 177-182

En este capítulo se analiza la problemática de la homologación del acuerdo alcanzado dentro de la conciliación de la audiencia previa en el proceso civil. Se parte de la constatación de las deficiencias en la redacción legal del artículo 415 LEC, se exponen los argumentos favorables a a la homologación los acuerdos en supuestos distintos del desistimiento o transacción y se analiza la forma (auto o sentencia) de la resolución homologadora del acuerdo derivado de una conciliación intraprocesal.

Abel Lluch, Xavier
El programa de la audiencia previa
In *La audiencia previa*
Xavier Abel Lluch & Joan Picó i Junoy (dirs.)
Barcelona: J. M. Bosch, 02/2010
p. 103-107

En este capítulo se analiza la posibilidad y conveniencia de fijar un “programa mínimo” en el desarrollo de la audiencia previa del proceso civil. Dada la pluralidad de funciones procesales que se concentran en los artículos 414 a 430 de la Ley de Enjuiciamiento Civil sería conveniente encontrar un consenso doctrinal y de práctica forese, a modo de “mínimo común denominador” sobre las funciones que deberían desarrollarse en la audiencia previa, y que según el autor serían: 1) verificar la comparecencia de las partes; 2) constatar las posibilidades de un acuerdo; 3) resolución de todas las cuestiones procesales; 4) fijación del objeto del debate; 5) proposición y admisión de prueba; 6) señalamiento de la fecha del juicio; y 7) entrega de una copia del DVD o vídeo a los Letrados de las partes.

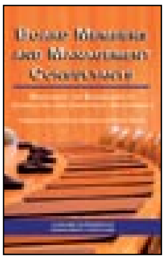
Abel Lluch, Xavier
Valoración de la prueba del documento público
In *La prueba documental*
Barcelona: J. M. Bosch, 01/2010
p. 531-547

En este capítulo se estudia la valoración de la prueba del documento público. Y en concreto los siguientes extremos: a) si existe contradicción en el contenido de los artículos 1218 CC y 319.1 LEC; b) si la valoración legal de la prueba del documento público comprende también la capacidad de los comparecientes y en particular, cómo valorar el juicio de capacidad testamentaria efectuado por el notario (art. 696 CC); c) si existe una presunción de veracidad del contenido y alcance de las declaraciones plasmadas en el documento; d) qué distinción hay a efectos valorativos entre un documento administrativo y un documento público, y en particular cómo debe valorarse un atestado y una acta administrativa.

Abel Lluch, Xavier
Valoración de los medios de prueba en el proceso civil
In *Realismo jurídico y experiencia procesal*
Barcelona: Atelier, 12/2009
p. 71-91

Tras una referencia inicial a los sistema de valoración libre y tasada, se analiza la valoración de los distintos medios de prueba en el proceso civil, a partir de su configuración en la Ley 1/2000, de Enjuiciamiento Civil.

Álvarez Álvarez, José Luis
The increasing role professional service firms play in the reform of shareholders' meetings
Álvarez, J. L.; Ricart, J. E.
In *Board members and management consultants: Redefining the boundaries of consulting and corporate governance*
Pierre-Yves Gomez & Rickie Moore (eds.)
Charlotte, N.C.: Information Age Publishing, 12/2009
p. 27-44



Corporate governance has evolved considerably in all countries of the world., which is shows through the Spanish case examined in this chapter. Their analysis shows how this evolution has modified the relationship between shareholders and firms, even in countries that are apparently less familiar with shareholder logic. Noting the rapid proliferation of associations for defending the economic interest of shareholders, they observed that many of the associations were just fronts for legal consulting. These associations promote shareholder activism because annual general meetings (AGMs) are considered to be simply "rubber stamp" meetings and do not play a real role in corporate governance. In positioning themselves as professional service firms, the associations are promoting and defending the interests of their members, and are serving as knowledge intermediaries in articulating the collective action of shareholders and promoting reform in the AGMs.

Añoveros Terradas, Beatriz
Consumidor residente en la Unión Europea v. consumidor residente en un tercer estado: a propósito de la Propuesta de Reglamento Roma I
In *Derecho de consumo*
Valencia: Tirant lo Blanch, 01/2009
p. 739-765

La Propuesta de Reglamento Roma I presentada por la Comisión, introduce modificaciones importantes en materia de contratos de consumo. Dos de ellas, suponen un cambio radical en la materia. En primer lugar, se suprime la autonomía conflictual y se establece una conexión objetiva única y rígida (=residencia habitual de consumidor) en aras a una mayor certeza en la determinación del Derecho aplicable y una simplificación de la norma. No obstante, dicha propuesta parte de un planteamiento conflictual no fundado en la lógica de la integración, lo que se traduce en un resultado negativo desde el prisma del mercado interior. La segunda modificación trascendente se refiere a la incorporación de un requisito antes inexistente: i.e. la exigencia de que el consumidor resida en la UE. En efecto, la norma de conflicto materialmente orientada solo protege a los consumidores residentes en territorio comunitario. En consecuencia, se da un tratamiento conflictual distinto según el consumidor resida en la Comunidad o en un Estado tercero. Se trata de una opción política con implicaciones relevantes con relación a las relaciones de consumidor intracomunitarias y extracomunitarias. No es, sin embargo, una opción discriminatoria pues da un tratamiento diferente a situaciones distintas, siempre y cuando esas diferencias se justifiquen en la lógica de la integración.

Añoveros Terradas, Beatriz
Tratamiento conflictual de los pactos sucesorios en derecho internacional privado español
In *Perspectivas del derecho sucesorio en Europa*
Ramón Viñas & Georgina Garriga (coords.)
Barcelona: Marcial Pons, 08/2009
p. 157-174

En este capítulo se aborda la complejidad y las dificultades que el tema plantea, tomando en consideración la particularidad de nuestro ordenamiento en cuanto ordenamiento plurilegislativo, con diversidad de regulación en cada uno de los ordenamientos que coexisten en España. Los pactos sucesorios incluidos en capitulaciones matrimoniales resultan de utilidad para clarificar la situación del cónyuge supérstite, un tema vinculado al planteamiento del conflicto móvil y, en particular, a la cuestión de la modificación del punto de conexión entre la celebración del matrimonio y el fallecimiento.

Añoveros Terradas, Beatriz
Los pactos sucesorios vinculados a la transmisión de la empresa familiar desde la perspectiva del derecho interregional
In *El nou Dret successori del Codi Civil de Catalunya: materials de les Quinzenes Jornades de Dret Català a Tossa, Tossa de Mar, 25 i 26 de setembre de 2008*
Girona: Documenta Universitària, 09/2009
p. 403-420

El Derecho sucesorio ha sido y sigue siendo uno de los ámbitos de nuestro ordenamiento jurídico más proclive a los conflictos de leyes internos. Es éste uno de los sectores que ha sido objeto de un mayor desarrollo por parte de los Derecho civiles forales y donde la plurilegislación responde no sólo a una disparidad material sino a una diferente concepción de la sucesión. Los pactos sucesorios son un claro ejemplo de los distintos fundamentos del derecho sucesorio presentes en los diferentes Derecho civiles.
En la actualidad asistimos a un resurgimiento de los pactos sucesorios en aquellos sistemas en los que prácticamente habían desaparecido y a un replanteamiento o revisión de la prohibición general de los pactos sucesorios prevista en otros. Este resurgimiento y/o replanteamiento obedece en general a las importantes transformaciones sociales y familiares acaecidas en nuestra sociedad en los últimos tiempos y, en particular, a la necesidad de facilitar la transmisión de la empresa familiar y de garantizar su continuidad y supervivencia en caso de fallecimiento del empresario (o de uno de sus socios). Este resurgir de la sucesión contractual orientada a facilitar la sucesión de la empresa familiar nos lleva a replantear su tratamiento conflictual por el derecho interregional español.

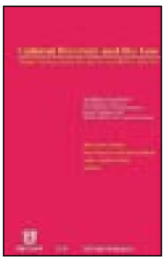
Arenas Vives, Daniel
Presentación: La RSE y la crisis desde el punto de vista de la empresa
In *La Responsabilidad social de la empresa a debate: lecciones de la crisis. Una perspectiva europea*
Barcelona: Institut Universitari d'Estudis Europeus, 05/2010
p. 55-57

La crisis financiera que estalló con toda su fuerza en el otoño de 2008 en Wall Street hizo temblar al mundo empresarial y la economía en general. Las ondas expansivas llegaron a nuestro país, como al resto del mundo, pero aquí se sumaron otros factores propios que agravaron la situación y le dieron unas características propias. El movimiento de la RSE no ha sido ajeno a este impacto y en especial aquellas empresas más comprometidas con la RSE han tenido que (re)plantearse algunas preguntas.

Arjona Sebastiá, César
El crimen de Cuenca: anatomía de una tortura
In *El Derecho en el cine español contemporáneo*
Ricardo García Manrique & Mario Ruiz Sanz (coords.)
Valencia: Tirant Lo Blanch, 09/2009
p. 115-134

En este ensayo se toma la película « El crimen de Cuenca » como objeto para analizar las relaciones bidireccionales entre el cine y el Derecho. Más allá de la crítica histórica que contiene, basada en la documentación de uno de los errores judiciales más conocidos de la historia del Derecho español, la película provocó una revolución jurídica durante los primeros años de la democracia, incluyendo el procesamiento por la jurisdicción militar tanto del productor como de la directora. Mediante un estudio que es jurídico y periodístico al mismo tiempo, este ensayo analiza como el proceso generado por la película supuso cambios radicales en el inestable sistema jurídico de la transición, los cuales han contribuido a constituir el Derecho español actual y la manera en que se aplica.

Arjona Sebastiá, César
Law and cultural diversity in Spain
Elósegui, M.; Arjona, C.
In *Cultural diversity and the law. State responses from around the world*
Marie-Claire Foblets, Jean-François Gaudreault-DesBiens & Alison Dundes Renteln (eds.)
Bruxelles: Bruylant, 04/2010
p. 345-363



In this chapter we analyse the way in which the Spanish official legal system is dealing with cultural diversity. Firstly, we introduce the general history and context of the Spanish system(s), emphasising internal cultural diversity. Secondly, we analyse how cultural rights are protected in Spanish courts, including special procedures for religious minorities. Finally, we describe in detail how the Spanish legal system deals with Islamic marriages. We conclude that the preference for legislation over case law in Spain may hinder the adaptability of the system that is required in order to deal with cultural diversity.

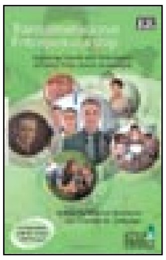
Arjona Sebastiá, César
El taxista ful: el okupa de los taxis
In *El Derecho en el cine español contemporáneo*
Ricardo García Manrique & Mario Ruiz Sanz (coords.)
Valencia: Tirant Lo Blanch, 09/2009
p. 351-366

En este ensayo se analiza la historia presentada en el documental «El taxista ful», cuyo interés jurídico radica en un replanteamiento radical del derecho de propiedad. Las cuestiones se generan a partir del paralelo entre la situación del condenado y la del grupo de okupas que lo apoyan por motivaciones políticas. Aunque los hechos relatados en la película, incluidos los jurídicos, se produjeron en la ciudad de Barcelona, las reflexiones alcanzan un nivel global, en la medida en que el derecho de propiedad constituye, con pocas diferencias locales, la base de todo sistema de Derecho privado, cuando menos en los países de la tradición liberal occidental.

Bartlett Castellà, Enric R.
Ni dogmatitzar, ni diluir-se
In *Pensar a la Universitat: diferents professors universitaris opinen sobre el paper del cristianisme en la societat*
Barcelona: Edimurtra, 11/2009
p. 167-169
Estudis contemporanis i experiència cristiana; no. 3

Reflexió sobre el paper dels professors universitaris, intel·lectuals i investigadors cristians en l'àmbit del Dret, davant el desprestigi del pensament cristià i l'hegemonia d'un pensament determinista.

Bieto Caubet, Eugènia
Gimeno Sandig, Alberto
Dealing with increasing family complexity to achieve transgenerational potential in family firms
Bieto, E; Gimeno, A.; Parada, M. J.
In *Transgenerational entrepreneurship: Exploring growth and performance in the family firms across generations*
Mattias Nordqvist & Thomas Zellweger (eds.)
Cheltenham: Edward Elgar, 03/2010
p. 167-194



This article focuses on dealing with family complexity to achieve trans-generational potential in family businesses. It discusses how familiness evolves over time and deals specifically with sole founders and top management teams as key resources within the family's pool of resources (familiness), which tend to weaken over time, mainly due to family complexity. Through a qualitative case-based study, this chapter analyses the role of succession, governance structures, and relations within the family firm. A thorough analysis of 22 interviews with family owners/managers and non-family executives suggests that family businesses that sustain their familiness advantage over time evolve from a sole owner into what we call an entrepreneurial family team in order to absorb increasing family complexity.

Busquets Carretero, Xavier

Promoting information societies in complex environments: An in-depth look at Spain's Plan Avanza (Chapter 2.1)

Lanvin, B.; Torres Mancera, D.; Busquets, X.
In *The global information technology report 2009-2010*
Soumitra Dutta & Irene Mia (eds.)
Geneva: World Economic Forum, 03/2010
p. 127-137

The article covers the intensive adoption of Information Technologies in Spain as the optimal base for sustainable social welfare and economic growth in all economic sectors and social activities over the last 15 years. The chapter reviews the specific context of Spain and how Plan Avanza was designed and launched. The second section focuses on eBanking as a worldwide reference in IT deployment. Finally the chapter reviews the lessons and future challenges.

Carpi Martín, Rebeca

La sucesión forzosa en el Libro Cuarto: incertidumbres en torno a su fundamento

In *El nou Dret successori del Codi Civil de Catalunya: materials de les Quinzenes Jornades de Dret Català a Tossa, Tossa de Mar, 25 i 26 de setembre de 2008*
Girona: Documenta Universitaria, 09/2009
p. 515-529

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 constricción 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.

Dolan, Simon

Comment créer des organisations éthiques? La gestion par les valeurs

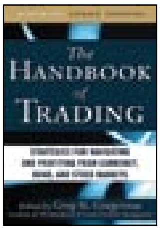
Dolan, S; El Alaoui El Wahidi, M.
In *Éthique et responsabilité sociale, 78 experts témoignent mélange en l'honneur de Michel Joras*
Françoise De Bry, Jacques Igalens & Jean-Marie Peretti (coord.)
Cormelles-le-Royal: EMS, 02/2010
p. 273-280

La crise financière qui sévit ces dernières années a amené son lot d'interrogations au sujet de la viabilité du système financier actuel. Nous devons examiner pourquoi, en à peine quelques années de démocratie de l'information, nous avons pu observer tant d'épisodes de corruption et d'immoralité. En effet, plusieurs scandales ont retenti aux quatre coins du globe et ont mis à jour des leaders aux comportements malhonnêtes. Face à la perte de crédibilité des plus hauts dirigeants, c'est la foi en le capitalisme qui chavire. Car plus qu'un crash financier, cette crise est une crise de confiance dans le système économique et politique. Tout le monde s'accorde sur la nécessité d'avoir davantage de contrôle et une meilleure régulation. Ceci étant dit, certains insistent sur l'urgence de réinsérer des valeurs "morales" dans le monde du travail et revendiquent des organisations éthiques.

Dumitrescu, Gabriela Ariadna

Correlated-asset trading and disclosure of private information

In *The handbook of trading: Strategies for navigating and profiting from currency, bond, and stock markets*
Greg N. Gregoriu (ed.)
New York: McGraw-Hill, 06/2010
p. 429-442



This chapter studies the trading behaviour of informed and uninformed traders in an environment with two correlated assets. In this setup, informed traders receive a signal about the liquidation value of an asset that also conveys information about the other asset. I extend Kyle's (1985) model to a multi-asset market and show that public disclosure of information about one asset affects the trading behaviour and market performance both in the market of this asset and the market of the correlated asset.

Gimbert Ràfols, Xavier

El caso Telepizza, conquistando el liderazgo en el mercado de la comida rápida de España

In *Máster en negocios. Tomo XIII: casos y personajes de management y negocios*
Buenos Aires: iEco. Clarín. Materiabiz, 10/2009
p. 12-29

Este capítulo, perteneciente a un libro dedicado a casos prácticos de management, presenta la historia de la creación, desarrollo y venta de Telepizza por parte de su fundador Leopoldo Fernández-Pujals. Describe la historia de un gran éxito empresarial de trece años de duración, desenmascarando las distintas claves estratégicas del mismo. Asimismo se concluyen las principales enseñanzas que de esta historia se pueden extraer.

Gimbert Ràfols, Xavier

Gestión estratégica en entornos turbulentos

In *Máster en negocios. Tomo XI: management en tiempos de crisis*
Buenos Aires: iEco. Clarín. Materiabiz, 09/2009
p. 27-44

Este capítulo presenta como afrontar la gestión estratégica en tiempos de crisis. Empieza resumiendo los impactos de la crisis sobre la estrategia, tanto los negativos como los positivos. Más adelante describe un modelo de gestión para afrontar una crisis o, más genéricamente, la complejidad, pues según el autor la post-crisis seguirá teniendo altas dosis de turbulencia. Por último, se proporciona una serie de pautas estratégicas para la alta dirección en tiempos de crisis. Se podría decir que el modelo presentado sería el fondo y estas pautas estratégicas serían la forma.

Giné Daví, Jaume

La política exterior de Corea del Sur en 2009

In *Estudios actuales sobre Corea*
Alfonso Ojeda & Álvaro Hidalgo (eds.)
Maracena, Granada: Entorno Gráfico, 04/2010.
p. 141-186

Corea del Sur fue uno de los primeros países de a OCDE en salir de la recesión. Un factor determinante que favoreció la recuperación económica del país fue una trepidante política exterior. El Gobierno desarrolla una intensa diplomacia que, además de los objetivos políticos, tiene un fuerte componente comercial y energético como instrumento estratégico para asegurar el crecimiento económico el país. Sus prioridades geográficas son claras. En 2008, Lee Myung-bak impulsó la "Four Power Diplomacy" con EEUU, Japón, China y Rusia, con el conflicto norcoreano como telón de fondo. Pero, en 2009, se ha volcado en la "New Asia Initiative" para favorecer una mayor influencia política y económica en Asia, el actual motor de la economía mundial. Esta región ya representa para Corea del Sur el 48% de su comercio exterior, el 53% de sus inversiones extranjeras y el 47% de su Ayuda Oficial al desarrollo (AOD). China es, tras la UE, Japón y EEUU, su primer socio comercial. Corea del Sur firmó el 7 de agosto un importante acuerdo comercial con India (el Korea-India CEPA). También se rubricó, el 15 de octubre, un relevante acuerdo de libre comercio con la UE (el Korea-EU FTA). Finalmente, se están impulsando las relaciones comerciales con África y América Latina.

Laborda Coronil, Anna

Salaris, costos laborals i alguna cosa més

In *Anuari Sociolaboral de la UGT de Catalunya 2009*
Barcelona: La Fàbrica; UGT, 06/2010
p. 98-104

A lo largo del pasado año hemos asistido a los efectos de la crisis económica sobre nuestro entorno laboral y social en diversos aspectos. Este artículo se inspira en el análisis de los cambios sufridos por los salarios, fuente única de renta para millones de familias pero también uno de los principales costes para multitud de pequeñas y medianas empresas.
Por otro lado, diversas fuentes periodísticas, voces de políticos y también de académicos, han ido comunicando, a lo largo del año, que el motivo por el cual a España le cuesta más salir de la crisis que a otros países vecinos, como por ejemplo Alemania, es porque el ajuste del empleo se ha realizado de forma externa, mediante despidos, cancelación de contratos temporales, etc. Las mismas voces abogaban por un ajuste interno, que implicara el reparto solidario del trabajo entre los empleados de la empresa a través de reducciones de jornada y moderaciones salariales entre otros.
En este artículo se pretende, más que mostrar cifras, presentar algunos datos y también algunas ideas sobre la evolución de costes y rentas, que permita, más allá de los hechos cuantificables, establecer una posible base para un debate más profundo, que puede determinar nuestro futuro, sobre la forma en que la economía española en general, y nuestras empresas en particular, pueden y deben encarar las crisis económicas en los momentos bajos del ciclo.

Llebaría Samper, Sergio

Economía familiar y asistencia a Juntas: algunas reflexiones

In *La Junta General de las sociedades de capital. Cuestiones actuales*
Colegio Notarial de Madrid y Universidad Autónoma de Madrid; Fernando Rodríguez Artigas, Ignacio Farrando Miguel, Francisco González Castilla & Rodrigo Tena Arregui (coords.)
Madrid: Academia Matritense del Notariado. Colegio Notarial de Madrid, 12/2009
p. 283-290

Problemas que presenta la asistencia a juntas de sociedad anónima o de responsabilidad limitada cuando la acción o participación es ganancial, pertenece a la llamada comunidad postganancial, o forma parte del patrimonio común de una pareja de hecho. Conflictos y conciliación entre los distintos planos normativos.

Llebaría Samper, Sergio

La substitució exemplar. Comentari als arts. 425-10 a 425-14

In *Comentari al Llibre Quart del Codi Civil de Catalunya, relatiu a les successions*
Joan Egea i Fernández & Josep Ferrer i Riba (dirs.); Laura Alascio Carrasco (coord.)
Barcelona: Atelier, 12/2009
p. 504-519

Comentario a los artículos reformados que regulan en el Código Civil de Cataluña la figura de la sustitución ejemplar, según el recientemente publicado libro cuarto de dicho Código. El comentario enfatiza las novedades que incorpora la reforma, proponiéndose un análisis crítico y sistemático de la normativa que ahora regula la sustitución ejemplar.

Losada Marrodán, Carlos

Universitat i societat: el professor, l'investigador i l'intel·lectual cristià a la societat

In *Pensar a la universitat: diferents professors universitaris opinen sobre el paper del cristianisme en la societat*
Barcelona: Edimurtra, 11/2009
p. 41-44
Estudis contemporanis i experiència cristiana; no. 3

S'aborda la funció del professor universitari des d'una perspectiva cristiana, la seva relació amb el rigor científic com a imperatiu universitari i la funció docent com a instrument per al creixement de professionals i persones.

Lozano Soler, Josep Maria

Una cuestión incipiente: la postulación de la espiritualidad en las empresas

In *La cualidad humana fuente de equidad y justicia*
Barcelona: CETR, 12/2009
p. 145-188

"Un tema emergente, cuyos brotes pueden adivinarse por doquier, pero que todavía no ha sido mínimamente formulado y expresado como tal: la postulación de la espiritualidad en las empresas. Me ha parecido que la manera más idónea de abordarlo es ensayar una aproximación a un recorrido que desemboca en el tema en cuestión, ensayo que es a la vez una clave de lectura personal y una toma de posición para trabajos futuros".

Màrìa Serrano, Josep Francesc
Professionals i tensions
In *Pensar a la universitat: diferents professors universitaris opinen sobre el paper del cristianisme en la societat*
Barcelona: Edimurtra, 11/2009
p. 190-193
Estudis contemporanis i experiència cristiana; no. 3

The chapter explains the tensions supported and managed by a Christian University professor in the domain of Social Sciences. These tensions have to do with professors' general commitments and with particular issues related to Social Sciences, from a Christian perspective.

Martínez-Ribes, Lluís
Neuromarketing aplicado a entidades deportivas y culturales
In *Neuronas, deporte y cultura. Las bases biológicas*
Lorenzo, D. de; Martínez-Ribes, L. (col.)
Barcelona: Sport Cultura Barcelona, 06/2010
p. 29-33

Aplicación de la neurociencia al marketing de entidades deportivas y culturales. Se ven algunas pautas o criterios que pueden ser útiles a este tipo de entidades en su deseo de lograr un flujo estable de ingresos inspirándose en la medida de lo posible en lo que hoy nos aporta la neurociencia.

Massons Rabassa, Joan
Implicaciones estratégicas de la gestión del circulante
In *Gestión del circulante: bases conceptuales y aplicaciones prácticas*
Barcelona: Profit, 12/2009
p. 79-84

El presente artículo pretende mostrar las consecuencias de las decisiones tomadas por la dirección de las sociedades acerca de sus activos y pasivos corrientes. Una ojeada al actual panorama empresarial desde la doble perspectiva, la de consultor financiero y la de profesor, nos muestra un acentuado desconocimiento de la implicación de la gestión circulante en el planteamiento y desarrollo estratégico-político de las empresas.

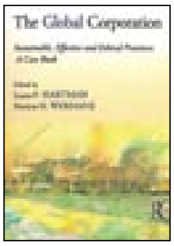
Mendoza Mayordomo, Xavier
Internacionalizar para competir
In *Dirigir con visión global, internacionalización y competitividad*
Barcelona: Confederación Española de Directivos y Ejecutivos (CEDE), 09/2009
p. 157-168

Se presenta, en primer lugar, una visión panorámica del proceso de internacionalización de la empresa española destacando la aparición de un importante grupo de empresas con filiales en el exterior. A continuación presenta los retos que plantea el proceso de expansión internacional y las significativas discontinuidades en los modelos de gestión de las operaciones internacionales de la empresa cuando se pasa de un estadio de empresa exportadora a otra de empresa internacionalizada con filiales en el exterior y, posteriormente, cuando la empresa internacionalizada inicia el proceso de multinacionalización, en el que la empresa decide desarrollar nuevas ventajas competitivas (ventajas de multinacionalidad) basadas en su presencia internacional.

Murillo Bonvehí, David
La ciudad y sus excluidos en La Política de Aristóteles
In *Filósofos clásicos hoy*
Domingo Cabezas (coord.)
Barcelona: La Busca, 09/2009
p. 17-41

La Política, de Aristóteles, es una de las primera obras del pensamiento occidental que nos habla de la polis y de sus miembros, no tan sólo como integrantes de un espacio público compartido, sino sobre todo como agentes sobre los que recaen unos derechos políticos y una expectativas sociales específicos. El presente capítulo explora los dos extremos de la segregación y la cohesión urbana a partir de esta obra del pensamiento griego clásico y nos introduce en el peso que jusnaturalismo y conservadurismo han puesto sobre nuestro pensamiento social contemporáneo.

Pless, Nicola Manuela
Maak, Thomas
Developing responsible leaders as agents of world benefit: Learnings from Project Ulysses
In *The global corporation: Sustainable, effective and ethical practices*
Laura P. Hartman & Patricia H. Werhane (eds.)
New York: Routledge, 06/2009
p. 379-393



In this book chapter we examine what business leaders can learn about responsible leadership when engaging in service learning projects such as PricewaterhouseCoopers' leadership development programme 'Ulysses'. We apply a narrative approach guided by the question: "What can business leaders learn from selected Ulysses narratives in relation with acting as agents of world benefit?". We share key lessons learned and provide recommendations for business leaders.

Romero Velasco, Margarida
Chapter III: Metacognition on the educational social software: New challenges and opportunities
In *Educational social software for context-aware learning: Collaborative methods and human eraction*
Niki Lambropoulos & Margarida Romero (eds.)
Hershey, USA: Information Science Reference, 09/2009
p. 38-48

In recent years, we have witnessed an information revolution. This revolution has been characterised by widespread access to the Internet and by the emergence of information that has been generated by end-users – the so-called user-generated content. The information generated has been supported by Web 2.0 applications or social software. These changes in the information society have had an important impact in education, with more and more adults enrolling on life-long learning programmes; moreover, the availability of distance-learning courses has grown in line with this increase in demand. In this emergent educational paradigm, the new 2.0 technology context implies new competencies for learners. These competencies include literacy in information and communication technology (ICT), learning autonomy, self-regulation and metacognition, while at the same time expanding the opportunities for metacognitive development. In this chapter, we will consider these two perspectives of the 2.0 context; on the one hand, the new requirements provided by the environment and, on the other hand, the new learning opportunities that this environment brings.

Sánchez Torres, Esther

Los planes de igualdad en las empresas: cuestiones básicas en su diseño, negociación e implantación desde las previsiones de la negociación colectiva y la práctica empresarial

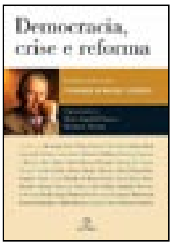
In *Dona i treball: una visió multidisciplinària*
Anna López Puig (ed.)
Tarragona: Arola, 12/2009
p. 75-108

Análisis en profundidad sobre cómo desplegar los contenidos de la Ley de Igualdad en las empresas, desde la teoría de la planificación estratégica y desde una visión crítica, que parte de cuál está siendo la regulación de esta materia en la negociación colectiva.

Santiso, Javier

A emergencia do posibilismo no Brasil do tucano Cardoso ao Lula light

In *Democracia, crise e reforma. Estudos sobre a era Fernando Henrique Cardoso*
Maria Angela D'Incao & Hermínio Martins (org.)
Sao Paolo: Paz e Terra, 05/2010
p. 501-515



Este livro é composto por análises que exploram três vertentes da Era FHC. A primeira destaca o perfil intelectual e político de Fernando Henrique Cardoso, e remete aos primórdios da Sociologia no Brasil, quando esta se constituía como disciplina acadêmica. Em seguida, a obra traz estudos sobre as políticas públicas durante o governo de FHC, investigando as ideias do presidente e as políticas públicas de seu governo com relação a questões ambientais e sociais, a questões internacionais, tributárias e econômicas. Os ensaios da última parte do livro exploram a inserção da Era FHC no mundo globalizado: as repercussões acadêmicas da obra de FHC entre estudiosos no mundo inteiro, e as perspectivas internacionais do governo. Em última análise, o livro demonstra a importância da Era FHC na construção das instituições democráticas no Brasil e na continuidade da democracia no país.

Valls Giménez, Josep Francesc

La internacionalización del sector hotelero. El caso español

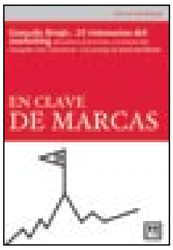
In *La expansión de la multinacional española: estrategias y cambios organizativos*
Pere Puig Bastard (ed.)
Barcelona: ESADE-ICEX Observatorio de la Multinacional Española, 12/2008
p. 148 -166

El estudio analiza la evolución de la presencia internacional de los hoteles españoles, a partir de una encuesta realizada a todos ellos. Se constata que el número de grupos que han dado el paso de la internacionalización es reducido, pero que tras un primer período en la década de los ochenta que inician el proceso internacional muy pocos hoteles, baleares todos ellos, en la década de los noventa el número se amplía a otros grupos de todo el territorio español. En un principio la internacionalización se centró en el Caribe, para pasar posteriormente a adquirir una presencia en otros lugares.

Valls Giménez, Josep Francesc

Mayor sensibilidad al precio e impacto en la gestión de las marcas

In *En clave de marcas*
Gonzalo Brujó (ed.)
Madrid: LID, 01/2010
p. 273-292



Durante los últimos años, se ha producido en Europa un incremento de la sensibilidad al precio. Este proceso de demanda generalizada de bajos precios se ha acelerado a raíz de la crisis económica desencadenada en 2008. La cuestión que se plantea en este capítulo es cómo este fenómeno está influyendo en la gestión del branding, a partir de las siguientes hipótesis: a) Si el precio ha dejado de ser solamente un atributo importante de la marca para convertirse además en elemento determinante de la toma de decisiones. b) Si la nueva ubicación del precio en la toma de decisiones de los consumidores obliga a cambiar la lógica tradicional de la fijación de precios por la que se basa en el valor. c) Si las empresas han de rebajar siempre sus precios para satisfacer las demandas de los consumidores. d) Si se puede deducir qué tipos de marcas resultan más afectadas por la bajada del precio: las de gama low cost, medium o premium. e) Si aparece un nuevo paradigma de la marca como consecuencia del nuevo rol del factor precio, que obligue a un replanteamiento estratégico del branding.

Valls Giménez, Josep Francesc
El preu, factor de competitivitat
In *Productivitat en la cadena de valor de retail*
Elisabet Vilalta (ed.)
Barcelona: Comertia, 01/2010
p. 17-26

La competitivitat, entesa des del pensament de Porter, significa que els clients s'animin a comprar un producte o un servei com a conseqüència del seu avantatge competitiu. D'aquesta manera, haurien de ser capaços, doncs, d'identificar, de manera nítida i ben distinta de la competència, el valor del que li ofereix una empresa i no pas una altra. Diferenciació? Especialització? Generalització? Lideratge per preu? Són estratègies que, si bé el màrqueting tradicional tractava de manera selectiva (unes sí, les altres no) a cada moment, ara, en el nou entorn competitiu, es replanteja radicalment: el preu no és alliè a cap de les estratègies, tampoc a aquelles que plantegen el lideratge per preus. El nou avantatge competitiu per als clients consisteix, addicionalment, en presentar el producte o servei al preu que està disposat a pagar.

Valls Giménez, Josep Francesc
Sierra Olivera, Vicenta
Spanish holiday brands: Comparative analysis of 10 destinations
Valls Giménez, J. F.; Sierra Olivera, V.; Bañuelos, M.A.; Ochoa, I.
In *Tourism branding: Communities in action*
Liping A. Cai, William C. Gartner & Ana María Munar (eds.)
Bradford: Emerald, 01/2010
p. 118-131

This study aims to analyse the first phase of brand building among the top ten tourist destinations in Spain. Based on a qualitative study carried out by experts, the 13 most relevant factors which Spaniards themselves take into account when selecting a holiday destination were identified. Next, a quantitative survey of 1,154 Spaniards was used to compare the results obtained by the ten principal tourist destinations in Spain regarding these factors. The results reached make it possible to identify the brand characteristics of each of the destinations.

Van Cranenburgh, Katinka
Arenas Vives, Daniel
Albareda Vivó, Laura
Healthcare provision of a multinational company operating in emerging markets: Ethical motivations, benefits of healthcare investment and the impact on socially responsible investors
In *Innovative corporate social responsibility: From risk management to value creation*
Céline Louche, Samuel O. Idowu & Walter Leal Filho (eds.)
Sheffield, UK: Greenleaf, 04/2010.
p. 241-263

The objectives of this chapter are 1) to understand motivators and ethical boundaries of multinational companies developing and maintaining a healthcare provision system in emerging markets 2) to provide insight into the impact of the global health burden on the private sector and 3) to explore the relationship between a multinational's healthcare system and socially responsible investors' investment decisions. We have done this through the analysis of Heineken's healthcare programmes in sub-Saharan Africa. The case shows that different ethical motivations are involved when starting and continuing healthcare programmes. Also, the impact of global epidemics and chronic diseases on the private sector are increasingly alarming. These affect the private sector's bottom line and therefore the need for corporate healthcare provision increases. The case also shows a considerable positive impact of a corporate healthcare system within the field of human resources (healthy employees, talent retention and employee motivation) and corporate relations (good reputation) as well as socially responsible investors.

Vernis Domènech, Alfred
Engaging organizational ecosystems in inclusive businesses
Vernis, A.; Reficco, E.
In *Socially inclusive business: Engaging the poor through market initiatives in Iberoamerica*
Patricia Márquez, Ezequiel Reficco & Gabriel Berger (eds.)
Cambridge, Mass.: The David Rockefeller Center Series on Latin America, Harvard University, 06/2010
p. 111-152

The idea that market mechanisms can mobilize social change by engaging the poor in win-win scenarios is gaining increased world attention. Companies, social sector organizations, and development agencies are all beginning to glean the potential that lies among the world's poorest people, both as an untapped productive force and a neglected consumer market. This book aims to demonstrate how the private sector can become part of the solution of poverty.
In this study, the authors assess market initiatives in Iberoamerica by large corporations, cooperatives, small and medium enterprises, and nonprofit organizations.
A task force drawing on nine teams of researchers from various business schools and universities in nine countries examined 33 experiences, seeking to uncover "what's needed" for building new business value chains that help move people out of poverty.

Vives de Prada, Luis

¿Tenemos equipo europeo para ganar la liga mundial? El papel de la economía europea

Ontiveros, E. (moderador); Barea, J.; Beato, P.; Berges, Á.; Dávila, A.; de la Dehesa, G.; Erro, J. L.; Malo de Molina, J.L.; Myro, R.; Núñez, S.; Oriol, F.; Rodríguez López, J.; Solchaga, C.; Tschoegl; A. & Vives, L.
In *Savialogos '09: cuarto encuentro Viálogos. Can con el saber*
Pamplona: Caja Navarra, 12/2009
p. 12-121
Biblioteca Viálogos. Can

En un mundo multipolar, interconectado, cuyos recursos naturales no son infinitos, golpeado por un 'tsunami' financiero sin precedentes... ¿qué papel podemos jugar los ciudadanos europeos? Hemos abierto Saviálogos a la reflexión sobre Europa, qué nos une, qué proyecto tenemos, qué escollos debemos sortear, qué podemos aportar y cómo situarnos en ese escenario mundial desde diversos puntos de vista. Este libro nos invita a construir Europa.

¿Tenemos equipo europeo para ganar la liga mundial? Ésta ha sido la pregunta formulada en el debate sobre el papel de la economía europea (mesa 1). La respuesta es sí, siempre y cuando se logre una mayor integración de las instituciones en la dirección de un mayor federalismo. Europa debe reforzar, además, algunos aspectos prioritarios: la competencia en los mercados de bienes y servicios, el capital público dirigido a la tecnología y a la educación, y reformar el mercado de trabajo flexibilizando las fórmulas de contratación.

Vives de Prada, Luis
Mendoza Mayordomo, Xavier

Análisis transversal de una muestra de empresas españolas en su proceso de internacionalización

In *La expansión de la multinacional española: estrategias y cambios organizativos*
Pere Puig Bastard (ed.)
Barcelona: ESADE-ICEX Observatorio de la Multinacional Española, 12/2008
p. 107 - 131

Un buen número de empresas españolas han sido capaces de desarrollar, de manera muy exitosa, procesos de internacionalización que han contribuido a situar a una serie de empresas españolas en posiciones de liderazgo en sus sectores. Compañías como Telefónica, Repsol, Banco Santander, BBVA , Iberdrola, o Inditex (sólo por citar algunos ejemplos) son hoy empresas líderes en sus respectivas industrias a nivel mundial, cuando hace tan sólo 20 años apenas tenían presencia más allá de nuestras fronteras nacionales. El objetivo de este capítulo es analizar el desarrollo reciente de 19 de estas compañías líderes españolas y profundizar en ámbitos de interés relacionados con su funcionamiento estratégico y operativo.

Vives de Prada, Luis
Svejenova Nedeva, Silviya

Innovation and the multinational enterprise

Vives, L.; Asakawa, K.; Svejenova, S.
In *The past, present and future of international business and management*
Timothy Devinney, Torben Pedersen & Laszlo Tihanyi (eds.)
Bingley: Emerald, 07/2010
p. 497-523

This paper takes stock of past research in international management, zeroing in on location and organisation, and the capabilities for innovation in a multinational enterprise. The article reviews current realities and identifies emergent trends of MNE innovation to outline avenues for future research. The article puts forward the need for further exploration of issues such as emerging markets in an innovation context, and emerging multinational knowledge creation approaches; as well as the particularities of structuring open innovation and capabilities for global knowledge sharing.

Ysa Figueras, Tamyko

La gestión de partenariados público-privados: tipologías y retos de futuro

In *La colaboración público-privada y la creación de valor público*
Carles Ramió (ed.)
Barcelona: Diputació de Barcelona, 12/2009
p. 23-37
Estudios. Gobierno local; no. 14

El objetivo de este capítulo es analizar algunos de los aspectos clave de la gestión de la interacción público-privada y, partiendo del Libro Verde sobre la colaboración público-privada y el derecho comunitario de contratación pública y concesiones, reflexionar sobre el enfoque de los partenariados desde la perspectiva de las administraciones públicas.

Conference Proceedings
and congress contributions

Agell Jané, Núria

IBM innovation jams: A mechanism for change

10th EURAM 2010
European Academy of Management (EURAM); Università degli Studi di Roma "Tor Vergata"
Rome, 19/05/2010 - 22/05/2010

This study discusses the SmartWork Jam that IBM conducted in 2009, with the purpose of bringing together business leaders, technologists, and visionaries to explore the future of work. Moderated through IBM's proprietary on-line Innovation Jam platform, the SmartWork Jam will illustrate changes that occurred over time which enabled innovation jams to play a role in IBM's cultural transformation. This longitudinal study describes using participant observation and retrospective data from 2001-2009 how IBM has used innovation jams as a catalyst for creating a culture for innovation.

Agell Jané, Núria

An intermediary's perspective on co-creation: mechanisms for knowledge management

Diasio, S.; Agell, N.
16th Americas Conference on Information System (AMCIS) 2010
Association of Information Systems (AIS); Americas Conference on Information Systems (AMCIS)
Lima (Peru), 12/08/2010 - 15/08/2010

This paper focuses on the mechanisms for knowledge generation and sharing in the co-creation process. Using a case study of an innovation intermediary, we describe in detail the technical and non-technical mechanisms employed in the co-creation process. From this, the study suggests that co-creation is a pragmatic and iterative process for knowledge management. The paper highlights how the adoption of open standards and a mind shift in sharing ideas provides a new way for creating value and circumvents the traditional models of intellectual property.

Albareda Vivó, Laura
Arenas Vives, Daniel
Balaguer Franch, Maria Rosario

Shareholder activism and corporate governance: Different strategies adopted by SRI pension funds in Spain

Albareda Vivó, L.; Arenas Vives, D.; Balaguer Franch, M. R.
8th Annual EABIS Colloquium
IESE; European Academy of Business in Society (EABIS)
Barcelona, 21/09/2009 – 22/09-2009

During the last decade, the development of SRI among institutional investors has converged with the development of new codes of corporate governance and the development of new shareholder activism strategies. Among institutional investors enhancing social, environmental, ethical and governance criteria into portfolio asset management, pension funds have played a major role. The objective of this paper is to make a wide-ranging analysis of the phenomenon of shareholder activism from a European perspective. In particular, we focus on an in-depth exploration of three SRI strategies adopted by private occupational pension funds in Spain. We conduct an analysis of two case studies: Telefonica and BBVA. Our findings indicate the following: (i) that for the development of SRI private occupational pension plans it seems there should be a confluence of wills, interests and competencies among the three main actors of the pension fund: governing body or steering committee, fund manager and fund sponsor; (ii) that the influence of the governing body or steering committee is the most important element for the development of SRI and shareholder activism; as are (iii) fund managers who take the initiative as agents offering strategies and options for SRI investment, linked to corporate governance.

Almirall Mezquita, Esteve
Wareham, Jonathan D.

The underlying mechanisms of open innovation intermediaries

Bakici, T.; Almirall Mezquita, E.; Wareham, J. D.
The R&D Management Conference 2010
University of Manchester; Research and Development Management (RADMA)
Manchester, 30/06/2010 - 02/07/2010

The continuous popularity of open innovation as a methodology for sourcing innovation in companies has offered a novel perspective on the increasing need that companies face for accessing and competing on innovation. However, new challenges have arisen: i) identifying optimal solutions; and ii) engaging the best partner, in a universe that is no longer confined to the boundaries of the firm. Open innovation intermediaries, aiming at addressing these challenges, have grown in numbers and achieved a global presence in recent years, leading to an increasing interest in research that explores its role and operation. There is however, a lack of research that specifically explores their matching mechanisms. This paper aims at addressing this aspect, characterising mechanism archetypes, exploring their limitations, underlying tensions, and conflicts.

Arcalean, Calin

Dynamic fiscal competition and economic integration

2nd Conference Recent Developments in Macroeconomics
Centre for European Economic Research (ZEW)
Mannheim, 24/06/2010 - 25/06/2010

Econometric Society World Congress 2010
Econometric Society
Shanghai, 17/08/2010 - 21/08/2010

European Economic Association Congress
European Economic Association (EEA)
Glasgow, 23/08/2010 - 26/08/2010

The paper explains why very different fiscal policies can become sustainable within economic unions. Competition and coordination arise as distinct incentives in a multi-country dynamic economy: 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: benevolent governments fail to adopt the optimal long-run coordination regime. Higher foreign capital inflows, a larger capital market, or policies favouring older generations help escape the trap. However, integrating more countries is effective only at low initial coordination levels. Otherwise, only large capital inflows can ensure that optimal coordination is adopted.

Arjona Sebastiá, César

Transnational law as an excuse

Teaching Transnational Law
Georgetown University. Center for Transnational Legal Studies; Center for Transnational Legal Studies (CTLS)
Torino, 21/05/2010

The purpose of this paper is to approach the problem from a pragmatic perspective, based on legal education. I am not so interested here in what transnational law is, but in what we can make or achieve with transnational legal education. My thesis is that transnational legal education is a useful tool to achieve other ends, and that we do not need a complete agreement on the content or nature of transnational law. Those ends are educational, and they can be considered both in a descriptive and in a normative dimension.

Arjona Sebastiá, César
Mària Serrano, Josep Francesc

La idea de justicia en Amartya Sen y la educación jurídica en las Facultades Jesuitas

Networking Jesuit Higher Education for a Globalizing World
Universidad Iberoamericana Ciudad de México; Jesuitas
México DF, 22/04/2010 - 24/04/2010

Departing from the idea of justice presented by Amartya Sen (The Idea of Justice, 2009), the authors criticise a contractualist approach to the concept of justice: they defend a justice that includes the influence of political and legal institutions on reality and individuals; and that opens the parochial idea of justice on the international and global arena. This new idea matches with the conception of justice as defended by the Society of Jesus during its recent General Congregations (No. 32, 34, 35). The global dimension of this institution (the Society of Jesus) allows Jesuit Law Schools to effectively promote such an innovative idea of justice.

Brinckmann, Jan

Does venture capital pay off? A meta-analysis on the relationship between venture capital investment and firm performance

Rosenbusch, N.; Mueller, V.; Brinckmann, J.
2010 Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 09/06/2010 - 12/06/2010

Venture capital (VC) has attracted a much interest among researchers and practitioners. Yet, it remains unclear whether, how, and under which conditions, VC investments facilitate the development of funded firms. Theoretical propositions suggest conflicting signaling and substantive effects. To address the controversy and shed light on the true relationship between VC and firm performance we conduct a meta-analysis. Our results show that a small positive performance effect of VC investment on funded firm performance exists. However, the effect vanishes if researchers control for industry selection effects. Moreover, a large part of the variance in empirical results can be attributed to context-related variables. Our findings indicate the importance of context dependent signaling effects. We discuss our findings with respect to theoretical and practical implications.

Brinckmann, Jan

Experience dimensions of nascent entrepreneurs: Do cognitive schemata foster the exploitation of business ideas?

Grichnik, D.; Eichinger, F.; Brinckmann, J.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

This study investigates the experience dimensions of nascent entrepreneurs. We analyse how different experience measures influence key success dimensions of nascent entrepreneurs. Furthermore, diverse experience backgrounds influence key exploitation dimensions (product/service development and client acquisition) in different ways. It is examined whether general and specialised entrepreneurial experience (i.e. experience in business plan evaluation and experience gained by prior capital invested) influence these exploitation dimensions in ways other than functional experience (management, finance, and marketing experience). Accordingly, this study conceptually and empirically investigates the differences in experience backgrounds. Therefore, a conceptual framework for positive and negative impact of experience backgrounds is introduced. Empirical results are derived from data of 260 nascent entrepreneurs. Our main findings show that general entrepreneurial experience fosters start-up success. In addition, general functional work experience (management experience) fosters business idea exploitation. In contrast with prior literature, we find that specialised experience such as experience in finance or prior investor experience can actually hinder the exploitation success because of cognitive bias. Furthermore, a negative moderating effect of the number of portfolio ventures on the experience-exploitation success relationship is detected. Implications and future research are discussed.

Brinckmann, Jan

How experience shapes the subjective evaluation of business opportunities

Gruber, M.; Kim, S. M.; Brinckmann, J.
2010 Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 09/06/2010 - 12/06/2010

The purpose of this paper is to build on a set of recent theoretical studies investigating the role of subjective insights and judgments in the resource-based view, and to extend this important line of inquiry by offering a detailed assessment of how agents' knowledge and experience systematically shape their subjective evaluations of business opportunities, and thus the firm's growth options. Our empirical analysis is based on a unique data set that combines experimental conjoint data and survey data obtained from 141 individuals. Our results provide evidence of heterogeneity in opportunity evaluations by individuals with different types of experience (marketing, technology, management) and also demonstrate persistence of this heterogeneity. The findings provide a number of novel implications for strategy and entrepreneurship research.

Brinckmann, Jan

Resource bootstrapping of nascent entrepreneurs: Conscious entrepreneurial decision or forced reaction?

Grichnik, D.; Singh, L.; Brinckmann, J.
2010 Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 09/06/2010 - 12/06/2010

Management research has neglected to conceptualise bootstrapping as a strategic resource management approach and to uncover its antecedents. To address this gap, this study studies the effect of strategic orientations and environmental factors on bootstrapping behaviour. Our study of 298 entrepreneurs reveals that resource bootstrapping can be viewed as an individualistic choice made by entrepreneurs, based on a proactive maximisation pattern.

Brinckmann, Jan

Sense-making of nascent entrepreneurs and the emergence of firms: a longitudinal analysis of antecedents and consequences

Kim, S. M.; Brinckmann, J.
2010 Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 09/06/2010 - 12/06/2010

The paper applies a sense-making perspective to study early organisational emergence and development. Based on longitudinal data on nascent entrepreneurs, we analyse how the background of individual founders shapes their sense-making activities and how in consequence the sense-making activities affect the founder's commitment, investor commitment, and firm progress. We find that the sense-making activities are endogenous phenomena which can be explained by the founder's background. Accounting for endogeneity, the sense-making approach impacts the commitment of the different stakeholders, as well as new firm progress. The theoretical and methodical implications of our findings are discussed.

Casaburi, Ivana

China as a market: luxury brand consumer behaviour

9th International Conference Marketing Trends
ESCP-EAP European School of Management; Università Ca'Foscari
Venice, 21/01/2010 - 23/01/2010

According to theory, luxury consumers are the same all over the word, representing a global segment. However, depending on the cultural context, consumer behaviour may differ in this worldwide segment. In fact, cultural distance still matters in global markets (Ghemawatt, 2001; 2007), and research on the relationship between culture and consumption is growing exponentially (Ogden D., Ogden J. and Schau H.J., 2004).

In many studies, China is considered a collectivistic society in which people see themselves as interdependent with others, usually behaving according to social norms (Triandis, 1995). In this author's classification, China can be seen as a 'Horizontal Collectivism Culture', influenced by its historical, political and economic setting, which emphasises egalitarian and group-centred values (Sivadas, Bruvold & Nelson, 2008).

Based on a review of specialised literature, the purpose of this paper is to explore how culture influences consumer behaviour in the Chinese luxury market. To achieve this aim, the author has carried out a review of the literature and an exploratory study using written questionnaires. The respondents were full-time and part-time MBA students at Beijing International MBA (Peking University, China). In this paper, the author shows the first results of the study and introduces the next steps of the research.

Collet, François

A contingency perspective of the relationship between status and uncertainty: Alliance formation in the software industry

2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

This study shows that the relationship that organisations have with their audiences determines the emphasis they place on status signals in response to a rise in uncertainty. Bounded rationality is the default concept used to explain the relationship between uncertainty and status signals. A proximate, yet distinct approach, to Bourdieu's concept of habitus is taken. The argument is that the positive association between the emphasis placed on status signals and the level of uncertainty is contingent on the organisational habitus of the parties involved. Organisational habitus is built through the relationship that an organisation has with its audiences. The hypotheses are tested against a data set of alliances between software firms between 1996 and 2002. The relationships that service oriented organisations have with their audiences lead them to place greater emphasis on status signals. Consistent with the theory, the results show that this greater emphasis is accentuated when uncertainty is high. The findings highlight the importance of the relationship between cognition and social relations in the understanding of the treatment of status signals.

Collet, François

Social infrastructures and network structure evolution: Team assembly mechanisms in an emerging academic field

26th EGOS Colloquium
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. Faculdade de Economia
Lisbon, 28/06/2010 - 03/07/2010

The mechanisms driving the formation, evolution, and decay of network structures are the object of growing interest (Ahuja, Soda, & Zaheer, 2008; Saavedra, Reed-Tsochas, & Uzzi, 2008; Zaheer & Soda, 2009). However, little is known about how social infrastructures influence network structure evolution. Instead, research has more often been focused on networks as a means of mobilising resources for firms (Gulati, Nohria, & Zaheer, 2000; Zaheer & Bell, 2005), or social movements that aim to shape new social infrastructures (Davis & Thompson, 1994; Diani & McAdam, 2003; Ingram & Rao, 2004). This paper looks at the links between social infrastructures and network structure evolution in an emerging academic field. It shows how social infrastructures influence tie formation, and how actors embedded in a mature network create new social-infrastructures. Overall, we find that team-assembly mechanisms and network structure evolution are shaped by social infrastructure, and that the maduration of network structure is associated with actions by network members leading to the creation of new social infrastructures.

Dolan, Simon

Care-based practices: An emergent conversation on creating and sustaining care in action

Richley, B.; Dolan, S.; Lingham, T.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

As scholars, practitioners, and educators we can choose to engage superficially or in deep, meaningful ways. Aligning with this year's theme we intend to focus our workshop on engaging in an emergent conversation addressing care-based practices within and across these domains. This session is designed to explore and to critique how caring is demonstrated and how it may be expressed and experienced through innovative methods leading to action in practice. Building on individual experiences and shared sense making participants will drive the discussion toward action steps culminating in a vision for future care-based practice. Participants will have taken initial steps toward forming a new community across disciplines and domains including ideas for potential collaboration.

Dolan, Simon

East meet West: Evolution, conflicts and complementarities amongst traditional vs. emerging values in the Chinese labor force

2010 IACMR Conference. Innovation & Change in Chinese Organizations
International Association for Chinese Management Research (IACMR)
Shanghai, 16/06/2010 - 20/06/2010

As a predisposition of human behavior, work value has long been recognized as a "soft" way to influence employee attitudes and behavior through the administration (Ouchi, 1980; Simon, 1976). As the nucleus of corporate culture, it has also drawn increasing academic attention in the last 20 years (Dolan, Garcia, & Richley, 2006; Meglino & Ravlin, 1998; Schwartz & Zanna, 1992). Value congruence and consistency are the two major research areas within the broader context of culture. Value congruence means the compatibility of work values among employees within an organization; when the work value within the latter complements, it has shown to improve job satisfaction and organizational commitment (Chatman, 1989; Edwards & Cable, 2009; Verquer, Beehr, & Wagner, 2003), and contributes to lower turnover intention and lower risks of burnout. Value consistency, by contrast, means the change of values overtime, especially the evolution and conflict of the values between generations, between geographical districts, industry type, ownership, and other benchmarks; its impact on employee attitudes and behavior is also noticeable.

Although the scholarly community has paid attention to the evolution, conflict, and complementary of work values within the Chinese context (Alas & Wei, 2008; Egri & Ralston, 2004; Ralston et al., 2006; Tsui, Wang, & Xin, 2006), the scarcity of extant review of value-congruence and value-consistency for the Chinese context is evident. As a developing country, both on the economic institutional side and the social ideology, China is experiencing profound changes and is evolving on every aspect of work life, especially the one connected with work values. Traditional values based on Confucious and Taoism like harmony, family orientation, and role system based on "WU LUN" is facing challenge from more pragmatic orientated values like efficiency, time orientation ("time is money"), etc. As predisposition for behavior, this evolution may lead to either conflict or complimentarity, and is effecting the working attitudes and behavior of employee to a great extent. Chinese organization, thus, represent a rich ongoing social laboratory for scholars interested in studying this evolution; it offers a great opportunity to conduct research on respective themes such as value congruence and consistency. A couple of examples for interesting research topics can include: value congruence and consistency among different generations , like the pre-1980s and post-1980s; SOEs and other types of ownerships; comparing values of East and West part of the country, etc.

The future research agenda, can include in addition themes such as indigenous value construct, measurement issues, and respective methodologies based on local value phenomenon; reexamining the relationship between constructs developed in Western literature and understanding them within the Chinese context; developing possible new constructs that are related to work values; and conducting cross-cultural research on work values.

Dolan, Simon

Managing and coaching by values: A key to tomorrows' success - Managing by values Master Class - MBV

2nd Annual International Business Conference. Post Conference Workshops
MacEwan School of Business
Edmonton (Canada), 05/05/2010 - 06/05/2010

Managing by Values (MBV) is an innovative, thorough, systematic and integrated approach to managing individuals and organisational changes and aligning the latter with an organisation's objectives. It blends in with and is an extension of personal, leadership and organisational theories of change and success. It offers senior managers a strategic tool for giving their organisation a thorough overhaul. Similarly, it offers individuals mind-breaking ideas about their own personal success and their fit into corporate cultures. It is a blueprint for creating a learning organisation in which personal and organisational performances and learning are mutually reinforcing. MBV makes a valuable contribution towards the increasing challenge of aligning individual values, motivation and behaviour with corporate performance and sustainable aspirations.

Dolan, Simon

Management in Tomorrowland: Exploring the challenges & the seeds of sustainable management (Symposium)

10th EURAM 2010
European Academy of Management (EURAM); Università degli Studi di Roma "Tor Vergata"
Rome, 19/05/2010 - 22/05/2010

This unique proposed symposium fits well with the theme of the 2010 conference: 'Back to the Future'. The track is an attempt to identify in a holistic and systematic manner, critical facets and challenges to the management of tomorrow, connected with issues of sustainability and even the mere survival of the planet. The symposium is aimed to provoke 'out of the box' thinking that will perhaps lead to solutions and new patterns of management. It is based on macro trends and deductive logic that have led to recent writing about new paradigms to be used by management in the 21st century. This is not your traditional symposium based on micro-research design, but a rather innovative format that will bring together innovative thinkers connected with management issues.

Dolan, Simon

The underlying structure of culture: Applying the tri-axial and quadraxial model of Values in explaining culture integration and diversification

Solouki, Z.; Dolan, S.
The International Conference on Multiculturalism and Global Community
Institute for Humanities and Cultural Studies
Tehran (Iran), 24/07/2010 - 27/07/2010

By simple definition, individual values serve as guide a to a person's intentions and actions. Thus the nature of the values is a crucial factor in the impact that culture will have on organizational or societal effectiveness. One way to define culture is by focusing on the shared values amongst a group of people.

Numerous scholars propose that values are the basis for which we act and make decisions; thus non-sharing of values can lead to disagreements and conflicts and by contrast, sharing them can lead to common agreements and conflict resolution.

Culture diversity is an emerging concept. Many agree that diversity can promote innovativeness and help a community become more effective. However, the paradigm of diversity depends on managing it. An unmanaged diverse culture can lead to conflicts and lack of cohesion and eventually destroy a unit/organization or a larger community. In order to measure culture diversity and culture congruence, Dolan S.L. Garcia S., Richley B., (2006) Managing by values: corporate guide to living, being alive and making a living in the XXI century. London. Palgrave Macmillan. (2006), have proposed an innovative triaxial model. The latter advocates a parsimonious manner to measure the key facets of culture in three complementary dimensions. In addition to the concept, they have also developed (and validated) instruments to measure it. In this presentation, we will introduce the three dimensional Triaxial model, which includes the following: 1) Ethical- social axis 2) Economic- pragmatic axis, and 3) Emotional- developmental axis.

Assuming that the universe of culture represent a zero-sum game , the three axis of the triaxial model represent the culture universe for each person. Analyzing the facets can indicate either a state of common shared culture or alternatively – a diverse culture. The model has two underlying assumptions. One is that each individual has its own hierarchy of values measured in terms of its respective proportional triangle. This is to say that each individual has a different triangle and connected to each axis are some key core values. The other assumption

is that congruence and clarity of the underlying values can explain individual predisposition to behave. Therefore, a tool has been developed to measure the relative values which are important to each individual. Analyzing it in relations to a reference group provides a snapshot of the culture and helps detect the level of sharing (i.e. integration) or incongruence (i.e. diversification).
The second part of the presentation, will be an attempt to go beyond Dolan et al (2006) triaxial model, in exploring the rational for adding a fourth dimension, tentatively labeled "Spiritual axis". It will be argued that adding this axis enriches and expands the construct validity of the universe of culture.
While Emotional dimension focuses more on the feelings, attitudes, and traits in individuals, spiritual values would focus on people at another level, where they create the significance of their being. Unlike other values, spiritual values need not always have the characteristics of instrumentality.
We will explore this new perspective and provide a framework for perhaps justifying the need to change the triaxial model of culture which has been widely used in many organizations into a quadraxial model where values such as life purpose, virtue, altruism, unity, truth, and hope are some attributes of it. The underlying hypothesis for the need to measure the Spiritual values with the other values specified in the triaxial model is summarized in the figure bellow.

Dumitrescu, Gabriela Ariadna

Corporate governance and market liquidity (I)

XXXIV Simposio de la Asociación Española de Economía (SAEe)
Asociación Española de Economía
Valencia, 10/12/2009 - 12/12/2009

In this paper I analyse how corporate governance affects the performance of financial markets. I model the interaction between a firm's manager and its shareholders, and highlight the role played by the dividend report in information revelation and information transmission. This analysis permits the identification of three channels through which the dividend payment decision affects the liquidation value of the firm and market performance. I find that corporate governance affects market liquidity: higher monitoring costs, lower ownership concentration, effective disclosure regulation and effective shareholder protection, all lead to higher market liquidity.

Dumitrescu, Gabriela Ariadna

Corporate governance and market liquidity (II)

2010 Financial Management Association European Conference
Financial Management Association International (FMA)
Hamburg, 09/06/2010 - 11/06/2010
EFMA 2010 Annual Meeting
European Financial Management Association (EFMA)
Aarhus (Denmark), 23/06/2010 - 26/06/2010

This paper analyses how corporate governance affects the performance of financial markets. The interaction between a firm's manager and its shareholders is modelled, and the role played by the dividend report in information revelation and transmission is highlighted. The model shows that corporate governance mechanisms affect the market liquidity of the firm's stock (high monitoring costs and low ownership concentration lead to high market liquidity). Moreover, the effect of governance provisions that are aimed to improve financial transparency depends on the other corporate governance characteristics of the firm. Thus, disclosure of information by management associated with poor governance mechanisms may lead to an increase in uncertainty about the liquidation value of the firm, and therefore, to a decrease in market liquidity.

Duplá Marín, María Teresa

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

Vè Congrés de Dret Civil de Catalunya: El Nou Dret de Família a Catalunya
Universitat Rovira i Virgili. Facultat de Ciencias Jurídiques
Tarragona, 11/11/2009 - 12/11/2009

Este trabajo forma parte de una de las líneas investigación abiertas en el seno del grupo Dret i Família de la Facultad de Derecho de ESADE en el que se analiza, desde un punto de vista jurídico, una realidad actual presente en nuestra sociedad, las familias reconstituidas o ensambladas, stepfamilies, esto es, aquellos núcleos familiares formados por parejas o matrimonios que traen al mismo hijos menores que proceden de relaciones anteriores y que conviven con ellos. La regulación jurídica de las mismas es escasa en nuestro país y se reduce a la normativa incluida en la Ley de derecho de la Persona del 2006 aragonesa y al proyecto de ley del libro segundo del Codi civil catalán. En el trabajo se incluye un análisis comparativo de ambas regulaciones que permite detectar los pros y contras de ambas normativas.

Forte Arcos, Santiago
Lovreta, Lidija

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

EFMA 2010 Annual Meeting
European Financial Management Association (EFMA)
Aarhus (Denmark), 23/06/2010 - 26/06/2010

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

Giménez Thomsen, Cristina

Drivers of green supply management performance: Evidence from Germany

Large, R.; Giménez-Thomsen, C.
19th Annual IPSERA Conference
Lappeenranta University of Technology. School of Business
Lappeenranta (Finland) 16/05/2010 - 19/05/2010

Five potential drivers of green supply management performance were identified in the literature review: green supply management capabilities; the strategic level of the purchasing department; the firm's level of environmental commitment; the degree of supplier assessment; the degree of collaboration with suppliers. These constructs were used to form a structural model explaining the degree of green supply management performance. The model was analysed with SmartPLS 2.0 and using data collected from German purchasers. The results suggest that the degree of supplier assessment and the level of collaboration exert direct influence on environmental performance. Drivers of these two practices are the strategic level of the purchasing department and the level of environmental commitment of the firm. Whereas commitment influences assessment directly, the impact of commitment on collaboration was mediated by the capabilities of the purchasing department.

Giménez Thomsen, Cristina

Enablers of green supply chain management

Large, R.; Giménez-Thomsen, C.
17th International Annual EurOMA Conference 2010. Managing Operations in Service Economies
EurOMA; Universidade Católica Portuguesa. Faculdade de Economia e Gestão
Porto, 06/06/2010 - 09/06/2010

Five potential drivers of environmental performance were identified in the literature and used to form a structural model. The model was analysed with SmartPLS 2.0. The results suggest that the degree of supplier assessment and the level of collaboration exert direct influence on environmental performance. These two practices are driven by the strategic level of the purchasing department and the level of the firm's environmental commitment. Whereas commitment influences assessment directly, its impact on collaboration is mediated by the capabilities of the purchasing department.

Gimeno Sandig, Alberto

Familiness: An asset or a liability?

Parada, M. J.; Gimeno, A.
2010 Family Enterprise Research Conference (FERC)
Concordia University. John Molson School of Business
Cancún (México), 16/04/2010 - 18/04/2010

This study explores how the family can act as a resource and to what extent it can be sustained over time. Drawing on qualitative data from a single case study, findings suggest that family businesses rely on the founder's entrepreneurial behaviour and leadership in all spheres as a key competitive advantage. Over time, however, this resource can become a liability if not renewed into a new type of leadership and behaviour.

Gómez Jiménez, Marcos

Employee creativity behavior based on national cultural dimensions: Observation from a comparative study

Gómez, M.; García, R.; Martínez, M.; Miralles, F.
4th European Conference on Entrepreneurship and Innovation (ECEI)
European Conference on Entrepreneurship and Innovation (ECEI); University of Antwerp
Antwerp (Belgium), 10/09/2009 - 11/09/2009

Hofstede established cultural dimensions at a nation level that can help to distinguish between diverse management skills in different countries. He confirmed that management skills are culturally specific. As far as the authors know, it is under-researched the way these cultural dimensions could be related with some factors of already validated employee creativity behaviour models; ie, it coul exist a relationship between the cultural dimension 'uncertainty avoidance' in a nation, and the individual value 'self-direction' (of employees in that nation) that encourages the individual to take risks and break out of routine, developing an independent thought and action — choosing, creating, and exploring. So, a high value of national cultural dimension 'uncertainty avoidance' could have a negative relationship with needed 'employee empowerment' to encourage to take their own decisions and, as a consequence, diminish the creative behaviour of the employees of a company The purpose of this study is to investigate how the Hofstede cultural dimensions of a concrete country have a relationship with the employee creativity behaviour in that country. It will be investigated relating three Hofstede cultural dimensions (power distance, uncertainty avoidance, and individualism) with concrete individual values and factors with validated influence on employee creativity behaviour (ie, individualistic value, openness to experience, tolerance of ambiguity or supervisor style) In this research-in-progress, two company cases are being developed to investigate the relationship between the Spanish cultural dimensions and the expected employee creativity behavior. It's investigated whether employees of these companies show creativity behaviours that could be expected from the individual level values and factors that emanate from values of their national cultural dimensions. The authors intend to answer the following research question: 'Are cultural background traits of Spanish people (based on Hosftede's dimensions) a good predictor of Spanish employee creativity behavior?

Guzmán Garza, Francisco
Montaña Matosas, Jordi

Corporate social responsibility in global branding

Guzmán Garza, F.; Davis, D. F.; Montaña Matosas, J.
2009 Cross Cultural Research Conference
Cross Cultural Research Conference
Puerto Vallarta (México), 13/12/2009 - 16/12/2009

The paper deals with the impact of Corporate Social Responsibility policies on global brand image. The case of Volvo is taken as the basis for research in Spain and USA.

Guzmán Garza, Francisco

Crossing the border: Changes in the perception of brand image and self brand image

Guzmán Garza, F.; Paswan, A. K.; Fabrize, R. O.
6th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; ESADE
Barcelona, 09/04/2010 – 11/04/2010

Migration has historically been a force that shapes societies, markets, consumption, personal and social values, and peoples' self-concepts. In this work, we analyze how migration affects the perception of self and if this change also influences how immigrants perceive brands from their home country. Using Aaker's brand personality scale both as a measure of brand image and self brand image, data was collected from representative samples of Mexican citizens living in Mexico City and Mexicans, or people of Mexican descent, living in the Dallas/Fort Worth metropolitan area. Our findings reveal that self brand image does change when immigrants cross borders and establish residence in a different country. We also find that the change in self brand image influences immigrants' perceptions of brands from their home country.

Iglesias Bedós, Oriol
Singh, Jatinder Jit
Batista Foguet, Juan Manuel

Does store image matter? The case of brand attitude and brand loyalty

Iglesias Bedós, O.; Singh, J. J.; Batista-Foguet, J. M.; Di Lorenzo, F.; Abdelgawad, S. G. E.
5th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; University of Cambridge
Cambridge (UK), 01/09/2009 - 03/09/2009

Since the early study of Martineau (1958), the concept of store image has occupied a central position in retail research. However,

despite such a central position of the image concept, there is a surprising lack of evidence on how and when store image influences products' brand loyalty (Martenson, 2007; Dacin & Brown, 1997).
The major contribution of this research will be the empirical test of the relationship between store as a brand and brand loyalty, behavioural as well as attitudinal. The paper also tests the effect of brand attitude as a mediating variable, while also taking into consideration the moderating effect of private labels and manufacturing brands offerings. At the same time, the paper will provide some managerial implications when it comes to considering huge investments made in building the store brand through private labels offerings.

Lecuna Bueno, Antonio

Public performance and decentralisation in emerging countries

10th EURAM 2010
European Academy of Management (EURAM); Università degli Studi di Roma "Tor Vergata"
Rome, 19/05/2010 - 22/05/2010

Contrary to classical paradigms, some specific types of decentralisation are increasing the incentives that drive corruption; particularly in already corrupt environments, where local as opposed to national mechanisms of accountability are weaker. To support this analytical claim, I used a focus group case study on decentralisation in Venezuela with the participation of political and community leaders. From the case study, I found that two problems are currently undermining accountability and efficiency at a subnational level of government. The two problems are municipal atomisation and lack of subnational tax collecting autonomy. As an answer to these relevant issues, a feasible policy reform would be to decrease the quantity of subnational governments by consolidating poor and unpopulated units into relatively more accountable organisations of governance. Another practical reform would be to improve efficiency by empowering regional and local governments to change the rates of at least one important tax.

Longo Martínez, Francisco

Los desafíos de la gobernanza en los sistemas públicos iberoamericanos

XIV Congreso Internacional del CLAD sobre la Reforma del Estado y de la Administración Pública
CLAD
Salvador de Bahía (Brasil), 27/10/2009 - 30/10/2009

Como ha escrito Francis Fukuyama, "hoy en día, la afirmación de que las instituciones constituyen la variable clave del desarrollo forma parte ya de la sabiduría popular". Iberoamérica ha aprendido, como pocas regiones del mundo, esta lección, a lo largo de las diversas peripecias que han jalonado su historia durante el siglo XX. La teoría del desarrollo ha debido constatar en América Latina el fracaso de enfoques que, enarbolando como bandera la sustitución de importaciones o el ajuste estructural, pusieron el énfasis en los contenidos de la política económica de los países. La mirada se ha vuelto desde los contenidos de la política hacia los modos de hacer política. Así, el Informe de Progreso Económico y Social del BID para 2006, fue titulado significativamente "La política de las políticas", en un juego de palabras que refleja este giro: Es importante acertar en el diseño de cada política concreta, pero lo decisivo es cómo se desarrolla el ciclo completo de creación de políticas públicas, esto es, los modos mediante los cuales se forma la agenda, se implementan y se evalúan las políticas públicas. El cambio de perspectiva nos conduce directamente a los actores de estos procesos, a los valores que encarnan, a las formas mediante las cuales expresan sus preferencias e intereses, a las interacciones que se producen entre ellos y a las normas, escritas y no escritas, que rigen todo lo anterior. Esto es, nos llevan a analizar la calidad de los marcos y arreglos institucionales que configuran el modelo de gobernanza actuante en cada caso.

Lozano Soler, Josep Maria

Business leadership as intrinsic responsible leadership

Prat Pubill, Q.; Lozano Soler, J. M.
1st International Conference in Responsible Leadership
University of Pretoria; University of Pretoria. Centre for Responsible Leadership
Pretoria, 18/05/2010 – 20/05/2010

Traditionally, in business, the function of the manager and leader has been to control the performance of the employees under their supervision. Though the leader role seems to imply the use of less coercive means, leadership in business is a role mainly performed by managers.
The development of the Knowledge Society challenges the traditional role of the manager and business leader. Our research is geared towards understanding the type of leadership this new economy demands. Our society is radically different to the previous ones, in which nothing is fixed, permanent nor immutable. In a society that lives out of change, where knowledge is the base of our survival, we understand that our knowledge is a creation; a modelling of reality.
The Knowledge Society is based on continuous change; innovation is the force driving the economy, and businesses are interested in creating and innovating in order to be successful. Therefore, managers are eager to promote business environments prone to creation and innovation. As a result, business leaders need to be experts in creating methods of communication, information and collaboration among specialised scientists or technical experts, belonging to similar or different disciplines, who foster the creativity and innovation that they are searching for.
Our research introduces the notion that successful business leadership is responsible leadership. We are narrowing our research to include all business leaders, except entrepreneur business leaders and owner business leaders, who have a wider range of responsibilities similar to those researched by Corporate Social Responsibility. Responsible leadership entails two duties. The first of these concerns devising the organisational structure that stimulates the creation of knowledge. The second is about creating the axiological framework that allows the group to be aligned on an attractive end, to which all members of the business are fully committed. As individuals, certain qualities are required of business leaders in order for this axiological framework to be created. Such a framework should be viewed by members of an organisation as if it were absolute, yet knowing that it is flexible, and may be changed when the project requires.

Lozano Soler, Josep Maria

Leadership, not leaders

13th Annual Meeting of Colleagues in Jesuit Business Education
International Association of Jesuit Business Schools (IAJBS)
Milwakee, 08/07/2010 - 11/07/2010

Reflexió sobre la manera d'entendre el desenvolupament del lideratge a partir d'una interpretació de la primera part dels Excercicis Espirituals de S. Ignasi.

Lozano Soler, Josep Maria

Holistic and humanistic view of business. Why is it necessary?

Prat Pubill, Q.; Lozano Soler, J. M.
16th International Symposium on Ethics, Business and Society IESE
Barcelona, 13/05/2010 - 15/05/2010

Why a holistic understanding of business and how? Re-thinking the conceptual foundations of business.
Alternatives to management theories based on the separation between economic and ethical decisions. Which philosophical and ethical approaches are appropriate for a sound humanistic view of business?

Maak, Thomas
Pless, Nicola Manuela

Leader complexity and the common good. Differentiation, integration and the quest for responsible global leadership

Maak, T.; Stahl, Günter K.; Pless, N. M.
8th Annual EABIS Colloquium
IESE; European Academy of Business in Society (EABIS)
Barcelona, 21/09/2009 - 22/09/2005

Business leaders are facing rising stakeholder expectations as to what they and their businesses should contribute to fighting public problems on both local and global levels. It is argued that business leaders need to act as agents of world benefit (see e.g., BAWB, 2006), rather than world misery, and that they should demonstrate a more explicit commitment to solving the above mentioned problems. (Maak, 2007) Against this backdrop we argue in this paper that the quest for a more inclusive world requires responsible global business leaders who are aware of the pressing problems in a shared-power world (Crosby & Bryson, 2005), who care for the needs of others and aspire to make this world a better place. Moreover, we contend that responsible global leadership depends largely on how leaders think about the world in which they live and operate -and thus on an appropriate leadership mindset- and if, and how, business leaders put this mindset into action. In our paper we therefore flesh out in more detail a concept of responsible leadership as it applies to today's global business environment. It is structured as follows: First, we define the purpose of responsible leadership as a leader's caring attention towards her multiple constituencies by engaging in and sustaining trustful relationships towards all of these stakeholders and by performing a variety of key leadership roles (Maak & Pless, 2006). Second, we discuss the increased environmental complexity in terms of stakeholder values, expectations, potential dilemmas and the quest for more inclusive and diverse notions of stakeholder performance. Third, we introduce and discuss several domains of complexity required of leaders to match this environmental complexity. Fourth, and in light of the four dimensions of leader complexity (cognitive, behavioral, social, motivational) we develop propositions and implications for further research on responsible leadership. We conclude this paper by discussing the implications of leader complexity for responsible leadership and the quest for a more inclusive global system of value creation.

Martínez-Ribes, Lluís

How channel innovation accelerates brand development. Avoiding myopia when looking at retail brands

6th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; ESADE
Barcelona, 09/04/2010 - 11/04/2010

In today's market economy the aim of branding is to gain customers' preference by providing them with a given sense, while increasing the company's profitability. It has been proven by neuroscience that brands with an emotional sense are those rooted in the limbic system, the unconscious part of the brain, while brands anchored in reasons are located in the cortex. Since emotions are information impacting the body (Serrano, 2008), strong brands are those creating visible somatic effects.

Martínez-Ribes, Lluís

Perspectives from academia

2nd Annual ISES Global Conference on Service Excellence 2010
Singapore Management University. Institute of Service Excellence (ISES)
Singapore, 21/07/2010 - 23/07/2010

Ideas to develop and sustain customer-driven service innovation. A promising route for innovation is to provide customers with a given meaning for a portion of their lives.

Martínez-Ribes, Lluís

Next practices: Customer-driven service innovation

ISES Global Conference on Service Excelence 2010
Singapore Management University. Institute of Service Excellence (ISES)
Singapore, 21/07/2010 - 23/07/2010

'Best practices' are useful, but managers with corporate responsibilities should go further and explore 'next practices'. The Master Class participants were provided with up to date methods, skills, and attitudes to be innovative when devising a service retail strategy.

Moll Mendoza, Isa
Montaña Matosas, Jordi

Design for all. A management model to enhance business competitiveness

39th EMAC Conference
European Marketing Academy (EMAC)
Copenhagen, 01/06/2010 - 04/06/2010

It has been proven that companies can gain a competitive edge in their strategy if they consider human diversity as being inherent to their target audience. Taking into account factors such as age, cultural habits, religion, family structure, illness, injury, or sexual orientation, etc., – an exercise that promotes 'design for all', 'universal design' or 'inclusive design'. This practice helps to increase the impact that companies have, not just in terms of number of users and potential customers, but also in terms of the degree of brand loyalty and prestige. This research presents an analysis model and its application to four case studies. It presents, therefore, an outline for the strategic review and examples of business success.

Moll Mendoza, Isa
Montaña Matosas, Jordi

Design for all, enfoque estratégico para incrementar el número y la satisfacción de los clientes, usuarios y prescriptores

Moll, I.; Montaña, J.; Solé Parellada, F.
9th International Congress Marketing Trends
ESCP-EAP European School of Management; Università Ca'Foscari
Venice, 21/01/2010 - 23/01/2010

Es una realidad que las empresas reducen su impacto por no tener en cuenta factores que son inherentes a su público objetivo, como la edad, hábitos culturales, religiosos, estructura familiar, enfermedades, tendencias sexuales...

El concepto "design for all", "universal design" o "inclusive design" se inspira en la premisa de la diversidad humana y potencia planteamientos estratégicos para llegar a todos los usuarios y clientes potenciales, sin excepción. El trabajo presenta una metodología de análisis y su aplicación en un caso de estudio. Ofrece, por tanto, unas pautas para la revisión estratégica y ejemplos que marcan tendencia.

Montaña Matosas, Jordi

Barcelona: City of design

Management of Creativity in an Innovation Society
HEC Montréal; Universitat de Barcelona
Montreal; Barcelona, 02/07/2010 - 17/07/2010

A brief introduction to city branding strategies. Description of the case of Barcelona as a city of design.

Montaña Matosas, Jordi

Brand identification: Building a concept from social identity theory and self congruity theory

Muller Prado, P. H.; Francisco, E.; Montaña, J.
6th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; ESADE
Barcelona, 09/04/2010 - 11/04/2010

The purpose of this paper is to develop the brand identification concept to better understand the relationship between consumers' selves and consumed brands, supported by social identity theory and self congruity theory. This construct is built mainly of three components: personal identity, brand image and social identity. The authors suggest that a brand can establish a strong link with the consumer when her own identity is congruent with the brand image and fits her social identity. Therefore this suggestion adds a new perspective to understanding a possible link between social identity and self congruity theories. Furthermore, antecedents and consequences from brand identification are suggested as a conceptual model. This model offers managerial information about how the brand could be perceived in a specific market. The more congruent the consumer self and the brand image, the better is the brand relevance in the consumer decision process. As a practical contribution, this work highlights how brand identification can assist managers to evaluate their brands in distinct contexts from a consumer perspective and understand how this context adds market advantages for brands. The contribution of this work aims to underscore some directions about how brand identification could be applied as managerial information about consumer perception. Finally, this work suggests a research agenda.

Montaña Matosas, Jordi

Map of research on design management

European Forum for Design Management Research
University of Gothenburg. Business & Design Lab
Gothenburg, 10/12/2009 - 11/12/2009

Map of the research on design management conducted at ESADE. Research questions and research areas:
a) Economy of design: Is design a good business?;
b) Design for all and universal design. How to increase companies' potential market and reputation;
c) Design and branding;
d) Case studies on design management matters.

Montaña Matosas, Jordi
Moll Mendoza, Isa

A quantitative test for brand design management model

Montaña, J.; Moll Mendoza, I.; Francisco, E.
6th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; ESADE
Barcelona, 09/04/2010 - 11/04/2010

The Brand Design Management Model was proposed by Montaña et al (2007) and contemplates a design orientation making use of generation of concepts, design strategy, resources and implementation and results. After this, it was revised by Moll et al (2007) and was added a market orientation perspective into the model. However the authors explored and developed this model just in a theoretical and qualitative approach. Hence a quantitative approach could provide insights about the reliability of this model, and could cover this literature gap once it still was not examinate in a quantitative path. The study involved quantitative research methodology. The empirical context considered companies from small and medium segments from varieties industries. The measurement scales were evaluated by exploratory factorial analysis and alpha cronbach reliability. To verify the proposed relations into the model were used correlation analysis. The results offer many insights about what mostly affect the design management model. It was possible to verify in each part of the model, what was more or less evident in the companies and where is possible to find the best correlations. The study supplies a single learning to managers and researches to understand what means brand design management model and how it have been founded and developed inside companies. The authors advise research limitations and future developments.

Obeso Abalde, Carlos

Inserción de profesionales en los servicios de información y documentación, carrera profesional y mercado laboral

XI Jornadas de Gestión de la Información
Asociación Española de Documentación e Información (SEDIC)
Madrid, 19/11/2009 - 20/11/2009

Presentación de las claves para el desarrollo profesional de archiveros, bibliotecarios y documentalistas. En una carrera profesional que se ha difuminado, más que titulaciones establecidas se demandan competencias. Se destaca la necesidad de competir, sobre todo en el sector privado. Aunque optimista en el futuro del sector, como punto negativo, se considera a los profesionales muy discretos con carencias en valores ligados al mundo de la gestión como: la orientación al cliente, el trabajo en equipo, la iniciativa, la orientación al logro y la búsqueda del impacto y la influencia.

Oller Sala, Maria Dolors

Una libertad para la diversidad

Seminario Permanente de Derechos Humanos Antonio Marzal, XVI Sesión: curso 2009-2010. La libertad, aspiración y derecho
ESADE; Fundación para el Análisis y los Estudios Sociales (FAES)
Barcelona, 08/03/2010 - 18/03/2010

Reflexión acerca del impacto de la globalización en el ámbito de la política y, por tanto, en el Estado y la necesidad de pasar del paradigma liberal de democracia representativa a un nuevo paradigma que conlleve la profundización de la democracia en un sentido participativo y plural, también en relación a las culturas. La evolución a este cambio de paradigma es factible desde nuestro actual texto constitucional.

Pless, Nicola Manuela
Maak, Thomas

Developing responsible global leaders through integrated service learning - the Ulysses experience at PricewaterhouseCoopers

2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

A new challenge in executive education is to develop responsible global business leaders. In this article we describe 'Project Ulysses', an integrated service learning program which involves sending participants in teams to developing countries to work in cross-sector partnerships with NGOs, social entrepreneurs, or international organisations, and supporting them in their fight against some of the world's most pressing problems. To understand how Ulysses participants make sense of, and learn from, their experiences while on assignment, we interviewed 70 participants and content-analysed the learning narratives that they produced. We found evidence of learning in six areas relevant to responsible global leadership: responsible mindset, ethical literacy, cultural intelligence, global mindset, self development, and community building. We also identified a number of processes through which learning occurred at the cognitive, affective, and behavioural levels, including the process of resolving cultural or ethical paradoxes; constructing a new life-world; and making sense of the emotions experienced while on assignment. The results of a survey that participants completed approximately two years after their return from their service learning assignments confirm the long-term effectiveness of the Ulysses program. We discuss the implications for theory building on responsible leadership and helping organisations leverage the potential of service learning programs for developing responsible global leaders.

Pless, Nicola Manuela
Maak, Thomas

How leaders think about doing the right thing - leader cognition and responsibility in a complex world

26th EGOS Colloquium 2010
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. School of Economics and Management
Lisbon, 28/06/2010 - 03/07/2010

In this paper we argue that to better understand responsible leadership, or irresponsible leadership for that matter, we should explore leader cognition – the underlying ethical standpoints, the sense making processes, that is, how leaders think about the increasingly complex moral world in which they operate. Including what managers consider responsible behaviour – and what motivates them to engage their organisation in CSR. In an empirical study, we have analysed these different aspects and in a cross-case analysis identified different mindsets of responsible leaders, which are outlined in detail in the manuscript.

Prats Duaygues, Francesc
Agell Jané, Núria

A recommender system based on group consensus

Roselló, L.; Prats, F.; Sánchez, M.; Agell, N.
24th International Workshop on Qualitative Reasoning (QR2010)
Portland, Oregon, 08/08/2010 - 10/08/2010

This paper presents the foundation for a new methodology for a collaborative recommender system (RS). This methodology is based on the degree of consensus of a group of users stating their preferences via qualitative orders-of-magnitude. The structure of the distributive lattice is considered in defining the distance between users and the new users of the RS. This proposed methodology incorporates incomplete or partial knowledge into the recommendation process using qualitative reasoning techniques to obtain the consensus of users for recommendations.

Ramis Pujol, Juan

Connecting the Mediterranean System of Innovation: A functional perspective

López-Vega, H.N.; Ramis Pujol, J.
7th International Conference Globelics 2009
Global Network for Economics of Learning, Innovation, and Competence Building Systems (Globelics)
Dakar (Senegal), 06/10/2009 - 09/10/2009

This paper provides the first qualitative exploratory overview of the Mediterranean System of Innovation (MSI) and presents the results of an interactive work with 25 different innovation delegates from northern and southern Mediterranean countries. The study comes at the turning point where the Union for the Mediterranean is designing the innovation policies and debating the mechanisms to boost the central activities. This research applies the literature of National Systems of Innovation, applying the functions perspective, to study the means Mediterranean countries use to advance its innovation capacity. In collaboration with IEMed, this research invited delegates from northern and southern Mediterranean countries, program directors and European Commission representatives to present the activities in their countries. The data shed light on the most relevant enabling and blocking mechanisms for innovation as well as showed that R&D support is slightly changing to services and business models. Finally, it highlighted the relevance of having a defined innovation strategy necessary for increasing the existing capabilities. The value of this research represents the use of the system of innovation functions perspective to explore the Mediterranean region. Further research could focus on exploring the differences between the northern and southern Mediterranean countries.

Ramis Pujol, Juan

Innovation in services: A comparative study of external learning processes in incremental and radical service innovation

Dröge, H.; Ramis Pujol, J.
18th Frontiers in Service Conference
University of Hawai'i at Mānoa; Robert H. Smith School of Business University of Maryland
Honolulu, Hawaii, 29/10/2009 - 01/11/2009

In this study we present findings on external learning processes in service innovation projects and show how such processes operate in incremental and radical innovation projects. While research on product innovation has already revealed valuable insights (e.g. Lane & Lubatkin, 1998; Jansen et al., 2005), in service innovation literature, external learning still belongs to one of the least researched topics (Sundbo, 2000; Stevens & Dimitriadis, 2004), although several researchers have called for more research in this domain (e.g. Spohrer, 2008; Lane et al., 2006). This is surprising, as due to differences in the ease with which service firms may identify and exploit external information (Mendonca et al., 2004), patterns of absorbing external information may be shaped differently, particularly in services innovation. In order to answer these questions, we conducted case study research in the retail banking sector in Germany and Spain.

Our findings indicate that, different from existing studies, in incremental innovation projects the firm could readily acquire and assimilate the novel information to fit the information needs of the innovation project and, subsequently, this could be exploited. In contrast, external learning in radical innovation activities involved external information from more distant or ambiguous sources. This information could not be readily assimilated and exploited after acquisition, but needed additional intermediary steps. After the acquisition stage, an intense transformation stage was initiated. Only after the external information was transformed by internal experts in order to become understandable and to get closer to the existing knowledge base, the service development staff could integrate this information into the innovation activities in order to exploit it. In sum, the absorption process for external information related to incremental innovation included the steps 1) acquiring 2) assimilating 3) exploiting. In contrast, the process for radical innovation differed and included the steps 1) acquiring 2) transforming 3) integrating 4) exploiting. During radical innovation, we observed frequent iterations particularly among the process steps. For example, due to observed ambiguity and the continuous changing of the external information available, the project development staff needed to acquire, transform, integrate and exploit external information several times again over the course of the radical projects.

Our findings on the differences in learning from external sources, depending on whether this takes place in incremental or radical innovation projects, support Todorova & Durisin's (2007) conceptual argument on the contingency of external learning integration processes with regard to the type of knowledge absorbed. In addition, our findings on the iterative nature of external learning activities add a dynamic perspective to the current literature, as existing process models have to date remained exclusively static in nature (e.g. Zahra & George, 2002). Future research should apply and investigate our findings in additional service industries. Via quantitative research, our findings could further be extended in order to inquire whether they hold also for larger groups of observed organisations.

As regards practical implications, firms need to put external information acquisition processes in place which are adaptable to the different information needs of incremental and radical innovation projects. In addition, firms must be aware that external learning activities should not be performed only at the beginning of an innovation project. Rather, these absorption processes are highly iterative and need to be repeated on a continuous basis in order to be able to quickly react to environmental changes.

Rodón Mòdol, Joan
Wareham, Jonathan D.

Idea generation patterns in an Internet-based open innovation intermediary

Bakici, T.; Rodón, J.; Wareham, J. D.
10th EURAM 2010
European Academy of Management (EURAM); Università degli Studi di Roma "Tor Vergata"
Rome, 19/05/2010 - 22/05/2010

The proliferation of Internet-based innovation intermediaries (InnoCentive, Yet2.com, Atizo, NineSigma), which link multiple companies and individuals in order to facilitate open innovation, is drawing increasing attention in the literature. Among the multiple functions that those intermediaries perform, idea generation is one that, to our knowledge, prior literature has barely studied. This paper addresses this gap with a case study of Atizo, a web-based open innovation intermediary. This paper aims to explore how the process of idea generation has unfolded at Atizo since its foundation. We use data from the sixty projects run during 2008 and 2009, and evaluate the idea generation patterns. Based on our analysis we show that, in all conditions, the pattern of idea generation goes through three stages: movers phase; criticism phase; last-ditch phase. Furthermore, we monitored an evaluation in the pattern as time passed and the community matured.

Sánchez Hernández, German
Agell Jané, Núria
Sayeras Maspera, Josep M.

An application of SVMs to predict financial exchange rate by using sentiment indicators

Sanabria, J. A.; Sánchez, G.; Agell, N.; Sayeras, J. M.
V Simposio de Teoría y Aplicaciones de Minería de Datos
Valencia, 07/08/2010 - 10/08/2010

This paper analyses through the use of Support Vector Machines (SVM) the impact that the economic sentiment indicator variable known as ESI has on a model's forecasting accuracy for currency exchange rate prediction. The study has been carried out using exponential and simple moving averages. Weekly currency exchange rates between the euro and other major currencies have been considered. The results obtained show that the proposed indicator can significantly impact the model's forecasting performance compared to traditional models where no qualitative information is incorporated.

Saz-Carranza, Ángel

Measuring-up: The accountability and accountability of consensual policy-making

Saz-Carranza, Á.; Agranoff, R.
14th IRSPM Conference
International Research Society for Public Management (IRSPM)
Berne, 07/04/2010 - 07/04/2010

The rise in open government and collaborative public management requires increased scholarly research in collaboration, negotiation, and accountability. Yet, accountability has received modest attention in these inter-organizational settings. In this paper we explore the accountability dimension of consensually defined public policies. The exploratory research question is: how do governments and social agents monitor the implementation of agreements regarding public policy? To respond to our research question a qualitative case-study was conducted of a significant initiative where government consensually defined up to 15% of its public policies with labour unions and business associations. Findings regarding the leadership of the accountability system of the agreement and on the quantification and measurement of agreed-on policies and actions are produced.

Saz-Carranza, Ángel
Ysa Figueras, Tamyko

Bureaucrats vs. sharks: Managing sector differences in public-private joint ventures

Saz-Carranza, Á.; Ysa, T.; Esteve, M.
10th Public Management Research Conference 2009
Public Management Research Association (PMRA)
Columbus, Ohio, 01/10/2009 - 05/10/2009

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 case's context and discussing the findings' limitations and extrapolation potential.

Schiopu, Ioana

The political economy of education funding

Glomm, G.; Ravikumar, B.; Schiopu, I.
Conference on the Handbook of the Economics of Education (Vol. 3/4) and Inaugural Meeting of the CESifo Area on Economics of Education
CESIFO
Munich, 03/09/2009 - 05/09/2009

In most countries, the government is the main provider of education services, even though these services can be provided privately. From a normative point of view, government intervention is justified by externalities or market failure. From a positive point of view, the provision of public education is a form of redistribution between groups of society (i.e. rich and poor, old and young). Consequently, the level of public education services and their quality is the result of the interaction of market forces and political decisions involving groups that might have conflicting preferences regarding taxation, redistribution or income inequality. The purpose of the chapter is to review different types of models used to study the determination of public education spending and as well as to outline some directions for future research. We also discuss the policy lessons derived from these models.

Soler Bigas, Beatriz
Costa Guix, Gerard

Corporate brand building: Strategic key challenges and implementation

9th International Congress Marketing Trends
ESCP-EAP European School of Management; Università Ca'Foscari
Venice, 21/01/2010 - 23/01/2010

This aim of this paper is to analyse and provide empirical insight into senior corporate brand managers' perception of the main challenges currently facing them in terms of corporate brand management. Qualitative research was conducted, consisting of semi-structured, in-depth interviews with senior corporate brand managers (or managers identified by general management as being responsible for corporate brands) of major companies across different sectors with international and multibrand cover. The qualitative information was analysed using the case study method.

Five challenges were identified as being key issues in corporate brand management: raising awareness among top management as to the importance of the brand; optimising brand portfolio and architecture; developing the three dimensions of the corporate brand (functional, emotional, social); achieving a coherent, consistent introduction of the corporate brand strategy; being able to measure and demonstrate return on investment in corporate brands.

Soler Bigas, Beatriz
Costa Guix, Gerard

Corporate rebranding: A conceptual framework that incorporates the brand's social dimension

6th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; ESADE
Barcelona, 09/04/2010 – 11/04/2010

Research on corporate rebranding has been described as limited, despite its relevance and linkage to business strategy. The literature highlights that an extended theory is, as yet, still to be developed. This research aims to identify the main elements of a corporate rebranding strategy and to construct an integrated set of proposition proposals covering both its conceptualisation and implementation, including the social dimension.

We have articulated a corporate rebranding theory based on the existing literature and extended via a single organisational case as a precursor to further research. Qualitative and exploratory empirical research was conducted into corporate brand management in a leading bank, with a range of sources resulting from the triangulation method used.
The study's findings provide valuable information with which to construct a set of corporate rebranding strategy propositions, adding new principles to those previously extracted from the literature, specifically those related to the development of the brand's social dimension and the potential impact on corporate brand equity. While the empirical methodology used does not allow us to generalise the findings, these are of interest in themselves and suggest the need for further research into the construction of a theory on, and the practice of, corporate rebranding.
There is still a need for research that refocuses the corporate rebranding process from the narrow meaning of 'renaming' toward a more sophisticated theory, which would be of use both to academics as well as business managers.

Suárez Barraza, Manuel Francisco
Ramis Pujol, Juan

In search of management system: A conceptual and reflective analysis

13th Asia-Pacific Researchers in Organisation Studies (APROS) International Colloquium
Tecnológico de Monterrey (TEC). Escuela de Graduados en Administración y Dirección de Empresas (EGADE)
Monterrey, 06/12/2009 - 09/12/2009

The general purpose of this article is to give background on the quest for a 'Management System'. A subsidiary aim is to present, analyse, debate and reflect on some of the best-known models and conceptual schemes covering quality, strategies and excellence with a view to charting the development of Management Systems from classic theory to the present. The models and conceptual schemes selected were: The Principles of Scientific Management; Taylor (1911); Fayol classic theory (1914); systems theory and models (1951); Peter and Waterman's eight attributes of management excellence (1982); the EFQM (European Foundation of Quality Management) model (1992); the ISO 9000 norm (2000); the list of best practices (2004); the Toyota Motor Corporation's Business Model; the management system presented by Kaplan and Norton (2008). In addition, we sought to understand both the strengths and limitations of these models for companies trying to cope with global pressures.

Svejenova Nedeva, Silviya

The dynamics of product identities in the European film market

Mezias, S.; Strandgaard Pedersen, J.;
Kim, J.; Mazza, C.; Svejenova, S.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

We develop theoretical conceptions of product identity that are not necessarily fixed and stable, even in a mature industry. Simply judging the quality of a product identity in terms of niche width may not capture uniqueness or novelty. Our measure of product identity assumes that audiences come to accept genres or combinations of genres that are relatively frequent and regarded as problematic, or unique genres or combinations of genres that occur less frequently. Using European film market data from 1996 to 2005, we examine how product identity is dynamically constructed by status, uniqueness, and attention. Our results suggest that: 1) status created by field configuration events such as premier film festivals plays an important role in creating film product identity; 2) audience disapproval due to uniqueness or boundary-spanning in genre combination is significantly moderated by attention. The second finding has important implication for the studies that examine the relationship between multiple market memberships and economic and social outcomes. Our framework and findings call attention to the processes that empower certain actors with respect to identities and how these change over time.

Svejenova Nedeva, Silviya

Entrepreneurial capabilities: Understanding their domain, texture, and role in diverse settings

Abdelgawad, S. G. E.; Svejenova, S
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

In this paper we propose that some firms develop a distinct set of entrepreneurial capabilities (ECs) that enable them to bring about and induce changes. These changes are so fundamental that they alter the nature, basis, intensity, direction, and scope of the competitive game and the arena in which this game is played and actors involved. We further propose that these ECs have unique characteristics and textures that set them apart from the capabilities other firms might have. These characteristics can have profound implications for game changing.
Our interest in and focus on ECs is timely, given the myriad of internal and external changes young ventures and well established companies need to make, not only to adapt but to thrive and endure. ECs provide a foundation for crafting and implementing strategies that allow firms to envision their competitive arena and how compete differently. These issues, of course, have been the subject of much discussion and debate in the literature. What makes our argument different is the recognition and identification of a unique set of capabilities that could be honed and deployed to effect fundamental changes in managers' mental models of the industry, their firm and the foundation of competitive superiority.

Svejenova Nedeva, Silviya

From grunts to grammar: Sustaining novelty in the trajectory of culinary innovation

2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

Novelty is difficult to pursue as returns to exploitation tend to exceed returns to exploration. Novel ideas in the main are bad, incomprehensible, and problematic for labeling and categorization. Further, systems that are good at exploration usually fail to realize the advantages of their discoveries. They need imagination not only to conjure a different world but also to persist in protecting it despite difficulties and unfavorable results. This study seeks to contribute towards understanding the micro-foundations of novelty. It does so by examining the emergence and evolution of a new culinary language, that of avant-garde cuisine. I find two groups of novelty mechanisms in operation – creative encounters and knowledge sharing. Creative encounters assist in the generation of novelty by exposure to and importation of elements from other systems. They are expressed through the space, timing, pace, and form of exchange with members of the culinary profession as well as from other arenas, such as art, design, technology, food industry, science, and business. Knowledge sharing facilitates novelty stabilization and spread.

It operates through different means in the culinary profession arena, across generations, geographies and status of chefs, as well as with a range of audiences. Finally, I also account for challenges in the new language emergence and evolution, such as agreement on label, meaning, and border-crossing.

Svejenova Nedeva, Silviya
From grunts to grammar:
The emergence of a new language for haute cuisine
3rd Latin American and European Meeting on Organizational Studies (LAEMOS) Colloquium
Latin American and European Meeting on Organizational Studies
Buenos Aires, 07/04/2010 - 10/04/2010
This study extends work on institutional entrepreneurship by revealing how collaborative circles' relationships and discourse create sustainable novelty through a combination of happenstance, drift and disciplined ideation, and how they address contestation and engage audiences in the dissemination and value appropriation of innovation.

Svejenova Nedeva, Silviya
Álvarez Álvarez, José Luis
Executive action as a locus of novelty in organizations
16th Annual Organization Science Winter Conference
Organization Science
Steamboat Springs, Colo., 04/02/2010 - 07/02/2010
Novelty is the lifeblood of organizational adaptation. Actions outside an organization's existing repertoire are considered essential to its long-run viability. However, new alternatives can be superfluous and fair poorly when compared with the status-quo, getting abandoned or rejected in favor of actions that have proven successful. This paper articulates elements of a theory of novelty, offering theoretical insights on and empirical illustrations of the dimensions and modes of novelty-generating action.

Svejenova Nedeva, Silviya
Planellas Arán, Marcel
Vives de Prada, Luís
An individual business model in the making:
A chef's quest for creative freedom
SCANCOR Seminar Series (Invited presentation)
Stanford University; Scandinavian Consortium for Organizational Research (SCANCOR)
Stanford, Calif., 01/03/2010
This article extends the study of business models by exploring a type rarely considered – the individual business model – and investigates the set of activities, organisation and strategic resources employed by individuals to create and capture value while pursuing their interests and motivations. Insights are drawn from an in-depth longitudinal inductive case study to examine the triggers, mechanisms and changes in the evolving individual business model developed by chef and gastronomic innovator, Ferran Adrià. His quest for creative freedom is identified as the main trigger across four periods of business model evolution and creative responses as the principal mechanism driving business model changes. Period-specific triggers such as the quests for authenticity, recognition and influence – and mechanisms including alertness, intent, codification, decoupling and balancing core and periphery – are specified as business model changes are outlined. A distinction is made between the creation, capture, sharing and slippage of value, and implications are proposed for the development of individual business models by professionals and other 'creative' professionals.

Trullén Fernández, Jordi
The roles of identification, legitimacy, and impact in shaping responses to quality evaluations in universities
26th EGOS Colloquium
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. School of Economics and Management
Lisbon, 28/06/2010 - 03/07/2010
This study addresses the role that individual beliefs play in shaping responses to quality evaluations in universities. The article focuses on the introduction of academic program quality evaluations in four Spanish universities and shows that faculty members are more likely to have a positive attitude towards a future evaluation when they believe in the moral legitimacy and impact of evaluations. Survey results show that while moral legitimacy positively influences attitudes, pragmatic legitimacy does not. In addition, moral legitimacy moderates the effect of beliefs in the impact on attitudes of evaluations. Finally, faculty identification with the academic program under assessment is positively related to the moral legitimacy of evaluations and perceived impact. The results from this study contribute to previous work on the introduction of management tools in professional organisations by examining empirically the role played by beliefs in shaping individual responses.

Trullén Fernández, Jordi
Rodón Mòdol, Joan
When good intentions are not enough: the unintended consequences of strategic ambiguity
26th EGOS Colloquium
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. School of Economics and Management
Lisbon, 28/06/2010 - 03/07/2010
This study takes a discursive approach (cf. Alvesson & Karreman (2000); Grant, Keenoy & Oswick (2001)) to analyse an organisational change at a school of librarians. The paper extends, at the organisational level of analysis and within the specific context of a change process, previous work that addressed the positive consequences for creativity and collaboration that can result from the strategic use of ambiguity by managers in organisations (Davenport & Leitch, 2005). We show by means of an in-depth case study that when ambiguity is introduced in contexts with previously well-established organisational schemas (Labianca, Gray, & Brass, 2000) of centralisation and conflict avoidance, it is difficult for managers to act in ways that are consistent with their strategic intent. As a result, ambiguity can unintentionally weaken participation and marginalise alternative approaches (Humphreys & Brown, 2002). The change we studied (i.e. 'a radical curriculum restructuring' in the words of faculty) was possible due to a shift in the power structure of the school, following the election of a new Dean. We analysed the strategic use of ambiguity by the Dean during the curriculum design as a means to increase participation and curriculum legitimacy, within an organisation that had traditionally been dominated by assumptions of decision making centralisation and conflict-avoidance. The paper focuses on several issues that are relevant to both the sub-theme and the overall theme for the conference. Firstly, the legitimating account adopted by the Dean to justify the curriculum redesign was focused on the need to adapt to global trends in the librarian profession, which required a re-formulation of professional identity and introduced new labels such as that of information managers. Adaptation, he argued, was necessary to remain attractive to both students and employers. Secondly, the curriculum design process was, according to the Dean, as participatory and open to debate faculty input as possible; but our interviews indicated that this perception was not necessarily shared

by other faculty members and that some thought alternative views were marginalised. Hence, the paper looks explicitly at issues such as the creation of new meanings attached to the new curriculum, and the organisational discourses that were built around the curriculum redesign.

Valls Giménez, Josep Francesc

Nuevo escenario de la comercialización turística

11° Seminário Internacional de Turismo (SIT) 2009. Hospitalidade e Sustentabilidades no Turismo: Planejamento, Gestão e Controle
Observatório de Turismo do Paraná; Universidade Positivo
Curitiba (Brasil), 06/11/2009 - 07/11/2009

Los agentes tradicionales, touroperadores y agencias de viaje, no sólo han dejado de ser líderes de la intermediación sino que han dejado paso a los nuevos canales tecnológicos. En pleno proceso de desintermediación, se presenta la nueva arquitectura de la comercialización turística.

Valls Giménez, Josep Francesc
Sardà Borroy, Rafael

Perceptions and realities of the impact of climate change on the Euro-mediterranean tourism industry

Facing Climate Change and the Global Economic Crises: Challenges for the Future of Tourism
European Academy Bozen/Bozano (EURAC); Universität Innsbruck
Bolzano (Italy), 20/11/2009 - 21/11/2009

Using the Delphi method, seventy European experts in tourism planning were interviewed to obtain results about the impact of climate change on management models. Using the available documentation on climate change as a starting point, two focus groups of experts and business executives, respectively, were conducted with a view to fine-tuning the questionnaire and checking the results. The most noteworthy results of the survey were: climate change has already begun, therefore life in forthcoming decades will be subject to constant uncertainty; the tourist industry is not the main cause; those most responsible include firstly companies followed by state authorities and citizens, and those least responsible, local authorities; the sub-sectors affected most will be skiing, sun and sea, and golf tourism, and those least affected will be nature tourism, congresses and events, and culture tourism; new sea and sun competitors will emerge; there is a reluctance to accept repressive taxation but support for renewable energy incentives; and responsible growth measures are put forward on the basis of integrated destination management, public-private co-responsibility and the application of sustainable measures in all phases in the life cycles of companies and destinations.

Valls Giménez, José Francisco
Sureda Pascual, Joan
Ouro Villaravid, Alfredo

Comparative analysis of Spanish tourist web sites

Valls, J. F.; Sureda, J.; Ouro, A.; Barroeta, I.; Freund, D.
9th International Congress Marketing Trends
ESCP-EAP European School of Management; Università Ca'Foscari
Venice, 21/01/2010 - 23/01/2010

El estudio, presentado en la 9th International Marketing Trends Conference, organizada por ESCP Europe y la Università Ca'Foscari Venezia y que se celebró el 21 de enero en Venecia, realiza un análisis comparativo de 430 webs turísticas españolas (cadenas hoteleras, destinos turísticos, agencias de viajes, transportes, restaurantes y empresas de ocio) para conocer su posición en la red y para ofrecer una visión de la conducta comunicativa de empresas de turismo en términos de diseño, funcionalidad y valor del cliente. La conclusión principal del estudio recomienda potenciar el uso de herramientas de marketing relacional y el uso de internet como un canal interactivo, así como hacer hincapié en la necesidad de una mayor profesionalización en el trabajo sobre los contenidos de las webs. Además, señala un déficit en el servicio al cliente y poca transparencia en la publicación de los precios, así como una falta de información corporativa, e indica que las pequeñas y medianas empresas turísticas deben sacar más partido de esta herramienta de lo que lo hacen en la actualidad.

Vanhaverbeke, Wim

A typology of innovation intermediaries: connecting internal and external knowledge

López-Vega, H. N.; Vanhaverbeke, W.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

Open innovation embraces the process of cultivating and internalising value from opportunities external to the firm, as well as the skilful deployment of internal discoveries to external complements. For a subset of open innovation practice, well-known innovation intermediaries such as InnoCentive and NineSigma can help transgress the boundaries between open and closed innovation markets. Moreover, less publicised forms of intermediation exist, representing consultants, incubators, and science and technology parks that further complement innovative practices. Based on an exploratory cross-case analysis, this study enhances our understanding of the operational practices of innovation intermediaries. We develop a theoretical typology that anchors the formulation of generalizable propositions concerning the function and business logic of predominant innovation intermediary types. Implications for management are considered.

Vernis Domènech, Alfred

The entrepreneurship pocess of nonprofit organizations developing base-of-the-pyramid ventures

2010 Research Colloquium on Social Entrepreneurship
University of Oxford. Said Business School. Skoll Centre for Social Entrepreneurship
Oxford (UK), 22/06/2010 - 25/06/2010

Alfred Vernis and Roberto Gutierrez analyze the entrepreneurial process in bottom-of-the-pyramid (BOP) markets. They start with a very interesting comparison of the commercial versus the social entrepreneurial process. Two case studies in Chile (Inacap) and Peru (Ciap) are used to illustrate the different steps of the social entrepreneurial process: social sensitivity intertwined with market alertness, problem definition, advancement of solutions, and scaling up. Alfred and Roberto formulate four propositions highlighting the assets of and challenges for nonprofit organizations throughout these four steps. The discussion that follow go in several directions.

Vila Fernández-Santacruz, Mar
Costa Guix, Gerard
Santomà Vicens, Ricard

Innovative practices in the Spanish hotel industry

2010 INBAM Annual Conference
International Network of Business and Management Journals (INBAM)
Valencia, 01/06/2010 - 04/06/2010

Spain's hotel supply has grown continuously and has always been highly profitable. In recent years, however, growth has sometimes been greater than demand, especially in large cities. Between 2001 and 2004, average hotel prices started to show signs of falling. During this period, average occupancy failed to compensate for the lower prices, and profits fell as a result. In this context, hotel owners have turned to innovation as one of the best possible strategies for escaping from this situation. In 2005 we began a study on the best innovation practices in the Spanish hotel sector. Our goal was to share our findings with the entire industry and help hotels learn from the best. This paper does not focus on analysing results. It presents, in an exploratory fashion, the results of the first phases of our study: a survey of leading Spanish hotel chains and a sample of the best innovation practices which feature unique and inimitable characteristics.

Vives de Prada, Luis

Business model transformation: Towards a research agenda

Kalinowski, M. B. S.; Vives, L.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, Canada, 06/08/2010 - 10/08/2010

Despite the growing interest in business models, a clear consensus on what they are is still to emerge. We advance our understanding by reviewing the extant literature, proposing three distinct perspectives that help to shed light on what a business model is. We further explore how business models evolve over time, and propose a conceptual framework that discusses what drives business model transformation. We finish the paper by proposing fruitful areas for further research.

Vives de Prada, Luis

The Quest for Regional Advantage

AIB 2010 Annual Meeting
Academy of International Business
Rio de Janeiro, 25/06/2010 - 29/06/2010

Even though multinational firms are key drivers of globalization, as they foster economic interdependence among national markets, few of them are actually global in their actual penetration level of markets around the world (Rugman & Verbeke, 2004: 3). In his research, Prof. Rugman has shown how most of the largest multinational firms are indeed regional multinationals. In their classification of companies, Rugman & Verbeke (2004) and Rugman (2005) distinguished between global, bi-regional, host-region oriented and home-region oriented. Of the Global Fortune 500 firms, a substantial majority had a clear regional focus. 320 out of the 380 companies that they analyzed had most of their sales located in their "home-region". The second largest category was the one of bi-regional MNEs – with 25 companies – and then host-region oriented companies – 11 companies in his sample. Only 9 companies where considered to be global. The lack of global market success, or the regional nature of most of the world's largest multinationals, can be explained by how strategy choices of companies evolve interdependently with changes in prevailing industry practices, legitimate organizational forms, government regulations (Rugman & Verbeke 2004), or by the difficulties in transferring knowledge within the firm and its acceptance in other regions (Rugman & Verbeke, 2004; Rugman & Verbeke, 2008a,b). Although one would assume that the development of regionalization processes and MNC regional-specific advantages should be a well documented process, we were not able to find studies in the literature analyzing them. In my presentation, I will discuss the findings of an in-depth research study conducted in a bi-regional Fortune Global 500, comparing the development of the regionalization processes and the regional-specific advantages in the two regions in which the firm competes.

Wareham, Jonathan D.

Análisis del éxito de las adopciones de sistemas ERP: Un estudio empírico en América Latina utilizando modelamiento SEM

Maldonado Beltrán, M. Á.; Lorenzo, O; Lorenzo, R.; Wareham, J. D.
16th Americas Conference on Information Systems (AMICS) 2010
Americas Conference on Information Systems (AMCIS); Association for Information Systems (AIS) AIS
Lima, 12/08/2010 - 15/08/2010

Las adopciones de los Sistemas Integrados de Planificación de Recursos Empresariales (ERP) constituyen una de las tendencias críticas en el área de tecnología de la información. Si bien es cierto que existen investigaciones relacionadas con el estudio de la adopción de los ERP, es considerable la brecha existente en la literatura cuando se intenta examinar el Éxito de la Adopción medido en términos de beneficios de negocio obtenidos y los factores que lo determinan. Esta investigación pretende analizar factores que determinan dicho éxito, con foco específico en empresas operando en América Latina. Se propone un modelo el cual es corroborado empíricamente mediante un análisis de Ecuaciones Estructurales con datos obtenidos de 49 firmas. Los resultados indican que el Éxito del Proyecto de Implementación del ERP y la Satisfacción del Usuario son factores claves que determinan el Éxito de la Adopción. El rol crítico de la Satisfacción del Usuario como mediador entre Facilidad de Uso, Gerencia del Cambio, Éxito del Proyecto de Implementación y el Éxito de la Adopción es introducido. Se analizan las implicaciones de los hallazgos y prominentes líneas de investigación son presentadas.

Ysa Figueras, Tamyko

Institutional public-private partnerships: Mixing oil and water?

Ysa, T.; Esteve, M.
14th IRSPM Conference 2010. The Crisis: Challenges of Public Management
International Research Society for Public Management (IRSPM); Centre of Competence for Public Management
Berne (Switzerland), 06/04/2010 - 09/04/2010

Institutional PPPs (IPPP), in which public and private organisations co-operate by creating a new organisation to be governed by all parties in the alliance, raise significant questions for both scholars and managers. This article focuses on one of the main management difficulties of these alliances: the existing differences between public and private sectors. We reinforce the premise that exploring the existing differences between the public and the private sector should be a priority in building up research on public-private sector alliance performance. After diagnosing these differences, we analyse how they can affect the management of IPPPs.

Ysa Figueras, Tamyko

Networks never walk alone: Hierarchical management of network portfolios (I)

Ysa Figueras, T.; Esteve Laporta. T.; Curtó Pagés, F.
Governance Networks: Democracy, Policy Innovation and Global Regulation
Roskilde University. Department of Society and Globalization. Centre for Democratic Network Governance
Roskilde (Denmark) 02/11/2009 - 04/11/2009

The article is structured as follows. The first part sets forth the theoretical framework and explains the need to expand the network analytical unit to embrace the network portfolio approach. The second part expounds the case study and the methodology adopted. Part three discusses the research findings, contending that the individual analysis of the 44 networks studied can be improved by pinpointing a hub of power common to them all. In this instance, the hub of power is the supra-local organisation which is taken to be the focal organisation when interpreting the network portfolio. The conclusions reached are set forth in the last part along with several recommendations and possible lines of future research.

Ysa Figueras, Tamyko

Networks never walk alone: Hierarchical management of network portfolios (II)

Ysa Figueras, T.; Esteve Laporta, M.; Curtó Pagés, F.
International Public Management Network Conference 2010
International Public Management Network (IPMN)
Rotterdam, 28/06/2010 - 30/06/2010

The increase in the variety and complexity of forms of public sector collaboration is laying the groundwork for a scenario in which governments will have to be able to effectively manage all their networks. This is not only true for each of the networks in which the government participates or leads, but also in terms of its 'network portfolio', a concept we introduce in this paper. The evidence produced by this study connects with emerging literature and recent attempts to examine networks from a holistic point of view (Addicott et al., 2006; Agranoff, 2006; Agranoff, 2007; Provan & Kenis, 2008; Rainey, 2008; and Weber & Khademian, 2008). We present an extrapolation-oriented approach used in an exploratory case – the Barcelona provincial council, which leads 27 networks. We ask if there is a better way of working, and propose network portfolio generation and management. The primary contribution of our research is the link established between an integral network governance analysis in public management and the knowledge generated from an alliance portfolio view.

Ysa Figueras, Tamyko

Standing on the shoulders of giants: public-private sector differences

Esteve, M.; Ysa, T.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 – 10/08/2010

Several manuscripts that have tried to encompass the differences between the public and private sectors by reviewing the empirical works on public-private differences (Boyne, 2002; Perry and Rainey, 1988; Rainey, Backoff, and Levine, 1976; Rainey and Bozeman, 2000). Almost a decade has passed since the publication of the last reviews, and so it is worth examining how public-private literature has been evolving. The aim has been to see how the two sectors have developed, and how researchers have considered the propositions of the above three cited articles during a decade that featured many proposals to modernise public management. The article seeks to clarify the status quo of the difference between the public and private sectors by reviewing the main publications addressing this topic published over the last two decades. Finally, we propose various considerations that highlight an important opportunity for improvement in public-private difference research.

Ysa Figueras, Tamyko
Gine Torrens, Mireia
Sierra Olivera, Vicenta

Corporate governance differences in the Spanish banking system: Do Spanish cajas need a governance make-over

Ysa, T.; Gine, M.; Esteve , M.; Sierra, V.
14th IRSPM Conference 2010. The Crisis: Challenges of Public Management.
International Research Society for Public Management (IRSPM); Centre of Competence for Public Management
Berne (Switzerland), 07/04/2010 – 09/04/2010

This article examines the effects of the crisis on Spanish savings banks (Cajas), financial entities with government participation, which, by law, are required to use part of their profits for social purposes. Due to the crisis, Cajas have suffered more bad debt than the banks, leading to the biggest integration process in their history (37 Cajas out of a total of 46 are currently involved in this process). We describe the different strategies – merger, acquisition, SIP – that Cajas have adopted to cope with the current financial crisis. Finally, the issue of whether change is required in the corporate governance of Cajas is raised, and it is concluded that the most important factor for their mission and efficiency, in both financial and social terms, is their management profile and not state influence on their corporate governance.

Working papers

Alemany Gil, Luisa

Deal stucturing in philantropic venture capital investments

Scarlata, M.; Alemany , L.
New York: Social Science Research Network, 06/2010
SSRN Working paper series; no. 1635307
26 p.

The philanthropic venture capital investment model is a financing option available for social enterprises. Its value proposition combines the maximisation of social impact with the ability of backed organisations to become sustainable, accomplished through the provision of capital and non-financial services. This paper examines how the financing of the deal is structured and which contractual provisions are included in the financing agreement. By content analysing a set of semi-structured interviews, and thereafter surveying the entire population of philanthropic venture capital funds active in Europe and in the United States, results suggest a high use of grants as financing instrument both on an aggregate level and across all stages of the development of backed organisations. If the deal is financed through grants, the philanthropic venture capitalists' deal structuring appears to differ from that characterising traditional venture capital in that no valuation is performed and no formal contractual provisions are retained by the investor. On the contrary, trust plays a key role in shaping the relationship between investor and investees, whose importance decreases when equity is used. On a general level, findings show that moral hazard issues, which typically characterise the venture capital model, are superseded by a stewardship view of the relationship between the philanthropic venture capital investor and the backed social entrepreneur.

Casaburi, Ivana
Oroval Planas, Josep M.
Soler Bigas, Beatriz

Retos en la internacionalización de las marcas españolas

Barcelona: ESADE, 02/2010
18 p.

Con una estrategia adecuada, las marcas pueden ser determinantes en los procesos de internacionalización, y convertirse en claras ventajas competitivas, multiplicando al mismo tiempo su valor exponencialmente. Sin embargo, conseguir una clara implantación internacional y posicionar más marcas españolas en los principales mercados del mundo sigue constituyendo un desafío. En este artículo se realizan una serie de consideraciones sobre la gestión de marcas en empresas internacionalizadas, identificándose las decisiones estratégicas más importantes y sus implicaciones, y analizándose las principales dificultades y retos que plantea. Se aborda, asimismo, el tema de la marca país, sus efectos positivos potenciales y las dificultades derivadas de su gestión.

Forte Arcos, Santiago

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

Forte, S.; Lovreta, L.
New York: Social Science Research Network , 12/2009
SSRN Working paper series; no. 1524871
36 p.

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

Platikanova, Petya

S&P 500 index addition and cash holdings decisions

Barcelona: ESADE, 05/2010
28 p.

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

Santiso, Javier

Are sovereign wealth funds' investments politically biased? A comparison with mutual funds

Avendaño, R.; Santiso, J.
Paris: Organisation for Economic Co-operation and Development (OECD), 12/2009
OECD Development Centre Working Papers
50 p.

Global allocation of capital and fluctuations in asset prices are increasingly influenced by the activities of Sovereign wealth funds (SWFs). The Santiago Principles called for higher transparency, stressing that SWFs should exhibit clearer governance standards and sound portfolio management principles. Although asset allocation strategies for these funds are not known, SWFs are suspected to follow other factors besides risk-return objectives. This paper attempts to shed light on some of these concerns. The fear that sovereigns with political motivations use their financial power to secure large stakes in Western companies is shown to be unfounded. We find that SWF investment decisions do not differ greatly from those of other wealth managers. We propose to use mutual funds' investments as a benchmark for SWF investment allocations. We collect data of SWF and mutual fund equity investment at the firm level and analyse these investments on a geographical and sector basis. Moreover, we compare target investments for these two groups by looking at the political regime in the sending and recipient country, under the hypothesis that this variable is not determinant for SWF investments. Finally, we provide a comparison of SWFs and other public funds based on governance features related to investment. We argue that double standards for regulation should be avoided and efforts to achieve higher transparency should be made by all investing actors.

Santiso, Javier

Crushed aid: Fragmentation in sectorial aid

Frot, E.; Santiso, J.
Paris: Organisation for Economic Co-operation and Development (OECD) 01/2010
OECD Development Centre Working Papers
57 p.

This paper measures and compares fragmentation in aid sectors. Past studies focused on aggregate country data but a sector analysis provides a better picture of fragmentation. The researchers start by counting the number of aid projects in the developing world and find that, in 2007, more than 90,000 projects were running simultaneously. Project proliferation is on a steep upward trend and will certainly be reinforced by the emergence of new donors. Developing countries with the largest numbers of aid projects have more than 2,000 in a single year. While fragmentation is usually seen as an issue when it is excessive, they also show that some countries suffer from too little fragmentation. An original contribution of this paper is to develop a monopoly index that identifies countries where a donor enjoys monopoly power. Finally, they characterize countries with high fragmentation levels. Countries that are poor, democratic and have a large population get more fragmented aid.

Vanhaverbeke, Wim
Wareham, Jonathan D.

Connecting open and closed innovation markets: A typology intermediaries

López-Vega, H. N.; Vanhaverbeke, W.; Wareham, J. D.
Barcelona: ESADE, 01/2010
29 p.

Open Innovation embraces the process of cultivating and internalising value from opportunities external to the firm, as well as the skilful deployment of internal discoveries to external complements. For a subset of open innovation practice, well-known innovation intermediaries such as InnoCentive and NineSigma can help transgress the boundaries between open and closed innovation markets. Moreover, less publicised forms of intermediation exist, representing consultants, incubators and science and technology parks that further complement innovative practice. Based on an exploratory cross-case analysis, this study enhances our understanding of the operational practices of innovation intermediaries. We develop a theoretical typology that anchors the formulation of generalisable propositions concerning the function and business logic of predominant innovation intermediary types. Implications for management are considered.


Premios
APTISSIMI
2009
ESADEALUMNI

Cases

Case Study Program

Carreras Fisas, Ignasi
Iglesias Pie, Maria

Liderando el cambio en el Casal dels Infants para la acción social en los barrios

Barcelona: ESADE, 01/2010

35 p.

El Casal dels Infants para la acción social en los barrios nació en 1983 en el barrio del Raval de Barcelona. Fundada por un grupo de voluntarios para dar respuesta a las necesidades de los niños de este barrio barcelonés, la organización ha experimentado un crecimiento sostenido y continuado y ha ampliado significativamente su espectro de actividad. Hoy, el Casal es una entidad de reconocido prestigio y un referente en el barrio donde nació.

En 2005, el Casal inicia un proceso de planificación estratégica que cuenta con una elevada participación y que culmina en un plan muy ambicioso que viene a corroborar la extensión de sus actividades a otros territorios, así como a sentar las bases de un modelo de intervención característico de la entidad. El voluntariado, la cohesión interna, la sensibilización e incidencia política y la detección de necesidades emergentes se convierten en ejes estratégicos de una entidad que apuesta claramente por ciertos elementos de mejora interna. La aprobación del plan estratégico constituye un punto de inflexión y permite redefinir los roles y la relación entre la junta y el equipo directivo.

A pesar del impacto de la crisis económica —perceptible ya en el último trimestre de 2008—, que ralentiza su proceso de expansión, el Casal experimenta un crecimiento exponencial bajo el auspicio del plan.

A finales de 2009, etapa en que se sitúa el caso, la Junta del Casal plantea algunas dudas sobre el desarrollo desplegado a partir del plan. En particular, se cuestiona el desequilibrio en la consecución de los distintos objetivos estratégicos. Equipo directivo y Junta debaten sobre la idoneidad del Plan de funcionamiento 2010. Liderando el cambio en el Casal dels Infants para la acción social en los barrios.

Joana Calaf, José María

La reforma y modernizacion del Institut Català de la Salut (ICS) (Caso A)

Barcelona: ESADE, 11/2009

22 p.

Tras un año de reflexión y de diseño de la estrategia, por fin Raimon Belenes , gerente del ICS, tenía la oportunidad y apoyo para cambiar el ICS y “resituarlo en la sanidad catalana”.

El nuevo reto para el año 2005 era implantar el programa que había construido con su equipo y respecto al cual aún se preguntaba si no habría abierto demasiados frentes, si podría mantener los apoyos que había conseguido, si la organización sería capaz de mantener el ritmo que había impuesto en los 18 meses que llevaba de gerente del ICS y por último si el escenario que él prefería no era demasiado arriesgado.

Molina Capella, Jordi
Armangue Caralps, Pedro María

Caso Sabacaucho

Barcelona: ESADE, 10/2010

24 p.

Sabacaucho, S.A. fue fundada en el 1.979 teniendo como objetivo “la fabricación de todo tipo de piezas moldeadas y extrusionadas con toda clase de elastómeros”. Consecuencia de esta visión, esta PYME industrial catalana era una empresa orientada a la producción, pensada y dirigida para fabricar y vender piezas de caucho. Su portafolio de productos, extenso y muy heterogéneo, era también un reflejo de esa situación. Lo mismo sucedía con otras tareas claves, tales como la comercialización o la política de fijación de precios y márgenes.

En el año 2004, coincidiendo con un cambio en la Dirección General, se propugnó una revisión de la trayectoria de Sabacaucho. Para ello, se inició un proceso de reflexión interno involucrando a los principales stakeholders. El resultado final de este proceso, reflejó las distintas visiones que existían dentro del propio equipo directivo y puso de relieve la necesidad de una visión única y con vocación de cambio que debía liderar la nueva Dirección General.

Montalvo García, Adolf
Serra Martín, Albert

Hospitalet’s neighborhood visitor scheme. Bringing local government closer to citizens

Barcelona: ESADE, 06/2010

13 p.

This case presents Hospitalet Council’s innovative neighborhood visitor scheme, which operates at the level of residents associations. The project concerns a pro-active service whose purpose is to strengthen links between citizens and the local council, thereby facilitating public service and a communication channel between citizens and public administration.

Montaña Matosas, Jordi

SEAT Design

Barcelona: ESADE, 03/2010

22 p.

Founded in the 1950s, SEAT is a Spanish carmaker that now forms part of the Volkswagen group. When the case was written, a new president with a background in marketing had just been appointed. The case sets out the Design Department’s position, history, processes and clashes with other departments. These facets are explored through interviews with the design manager and the head of design processes.

Montaña Matosas, Jordi

Sol Melià. Hotels for All

Barcelona: ESADE, 04/2010

12 p.

Interest in ‘Design for All’ has increased over the last few years. ‘Design for All’ is a relatively new paradigm that has been defined as the design of products, environments or services which addresses all members of society regardless of age, gender, ability and cultural background without exclusion. Consumers today demand design that is functional, convenient and well thought out. Additionally, as the population is aging rapidly, design should accommodate the growing changes of consumers. Applying design to all concepts is a necessity for all sectors of society. The case study of the hotel chain Sol Meliá is presented to portray how they have applied design for all, the management strategies they have implemented, the problems they have encountered and how they have attempted to resolve them. Through this case study, the goal is not only to promote awareness but to provide a way in which other companies can pursue design for all.

Murillo Bonvehí, David

CAF: globalizar un proyecto de emprendimiento social

Barcelona: ESADE, 06/2010

19 p.

Jean Claude Rodríguez Ferrera es un emprendedor social que desde 2004 desarrolla un sistema de comunidades autofinanciadas. En este caso se pone bajo análisis la metodología y el modelo planteado para ser llevado a otros países y de qué manera poder hacerlo. Hasta la fecha se han creado más de 40 Comunidades Autofinanciadas (CAF) en España, 150 en Venezuela, 45 en Senegal, 2 en Portugal. Países como Hungría o Alemania ya han demostrado su interés por el sistema. El crecimiento y apoyo a proyectos de innovación y emprendimiento social en los últimos meses, las posibilidades de replicarlos y la voluntad del equipo por convertir este proyecto en algo global, les ha llevado a plantearse nuevos retos operativos y de funcionamiento.

Montalvo García, Adolf (supervisor)
Mària Serrano, Josep Francesc (supervisor)

Corporate social innovation in East African Breweries Ltd (EABL): The launch of Senator (A)

Ogola, F. G. O.; Mungai, E.; Montalvo García, A. & Mària Serrano, J. F. (supervisors)

Barcelona: ESADE; Nairobi (Kenya): Strathmore Business School, 08/2010

14 p.

In December 2003, East African Breweries Ltd (EABL) launched a low-cost beer named Senator targeted at low-income consumers in Kenya. The decision was based on the realization that the larger share of the Kenyan alcohol market was divided between traditional brews and illicit liquors. These brews and liquors were leaving behind a trail of health problems on their consumers. The government of Kenya had requested EABL to assist in solving this problem. Diageo, the London-based brewing giant, was EABL's main shareholder. EABL management had convinced Diageo that a low-cost beer was an appropriate response to the decline of EABL's market share while simultaneously being a socially responsible investment project. However, a-six month post-launch survey done in May 2004 had shown that Senator was not selling as projected. Further, the survey found that some EABL patrons were trading down from the premium brands like Tusker to Senator. In June 2004, Gerald Mahinda, EABL group managing director had a single important question for Lemmy Mutahi, EABL marketing manager for emerging brands: How to make Senator a sustainable social product innovation for EABL and by extension for Diageo.

Rodón Mòdol, Joan

Port Aventura: IT for resort management

Hervás, M.; Planell, M.; Sala, X.; Rodón, J.

Barcelona: ESADE; Bedfordshire: European Case Clearing House, 06/2010

26 p.

Since its inception as a theme park in 1992, and aiming to adjust to a seasonal adjusted demand, Port Aventura had invested heavily in new shows, rides, hotels, golf courses, a convention centre, and a shopping mall. Yet, such evolution from a theme park to a resort had posed new challenges for the executive team of Port Aventura. In particular, whereas as a resort management they had focused on aggregated statistical information from customers, as a theme they need to know and target individual customers. This new customer-oriented focus however, was not supported by the existing information systems of the company. The case is situated in mid-2009 when the CEO asks the CFO and the CIO to find a solution that addresses the needs of the resort. The case discussion takes students to discuss and assess the business problems and relate them with the existing information systems. Students will also have to analyze different alternatives for the information systems proposed in the case and develop a deployment plan for the alternative they chose.

Saz-Carranza, Ángel
Serra Martín, Albert

Managing a public-private joint venture: The PTB case

Syracuse, N.Y.: Maxwell School of Syracuse University, 04/2010

15 p.

This case narrates the story of a regional development initiative pioneered by a regional savings bank and a local town hall. Together with other public and private actors, the bank and the local government set up a public-private joint venture in the local area aimed at developing strategic projects to both stimulate and foster economic activity and initiatives. The case focuses on the interaction between the private and public sides of the partnership and on the difficulties which can arise when collaborating across sectors.

Soler Bigas, Beatriz
Varela Otero, Ana

Bancaja 2009: Corporate Brand Strategy

Barcelona: ESADE, 09/2009

32 p.

In 2005, Bancaja, the leading savings bank in the Autonomous Community of Valencia (Spain), launched an ambitious repositioning plan for the brand. The aim was to transform the then regional financial institution into a reference for the entire Spanish banking industry. This brand strategy played an important role within the bank's 2004-2007 strategic plan, with the decisive importance of building a strong brand to enhance the institution's competitiveness. The campaign's results were extraordinary. Four years later, in June 2009, Bancaja had succeeded in becoming the third largest savings bank and the seventh banking group in Spain. In the midst of a global economic recession, affecting the financial sector full on, Sebastián Ruiz, Bancaja's Marketing Manager, had to decide on the institution's brand strategy for the next few years: Should they continue to develop the brand in accordance with the strategy defined in 2005 or was it time to reconsider it?

Vanhaverbeke, Wim (supervisor)

Curana BVBA: Managing open innovation for growth in SMEs

Bosch, S.; Vanhaverbeke, W. (supervisor)

Barcelona: ESADE; Bedfordshire: European Case Clearing House, 08/2010

14 p.

Curana is a small family owned company in Belgium. In the nineties is was still producing mudguards and fenders as an OEM for European bicycle manufacturers. Fast globalization of the industry and massive import of cheaper plastic mudguards by new bike accessory producers forced Curana to make a strategic turnaround. The management focused on the top segments of the market and introduced innovative and design based bike accessories. The company didn't have the competencies to develop those new products but it relied on an open innovation strategy including several strategic partners to develop and manufacture unique products. The case describes the development of the B"Lite, the first mudguard that was developed and launched by Curana using an open innovation approach, and how the company has been changing its business model during the last decade. Curana started as an OEM implementing decisions of others and accepting the conditions that clients determine. The metamorphosis of the last decade propelled Curana into the role of a value chain orchestrator, not only determining its own business success but also the prospects of the European bicycle industry. Curana developed new competencies based on a network of strategic partners. It has a unique proactive innovation process which allows it to spawn entirely new product(s designs) more rapidly than anyone else in the industry. The case is a textbook example how open innovation is also a valuable approach for SMEs in a low tech environment.

Vanhaverbeke, Wim (supervisor)

Quilts of Denmark: Managing open innovation in a low-tech industry SME

Bakici, T.; Vanhaverbeke, W. (supervisor)

Barcelona: ESADE; Bedfordshire: European Case Clearing House, 08/2010

16 p.

Quilts of Denmark is a start-up company that has the ambition to produce functional quilts and pillows. They want to provide a healthy sleep. The case shows different management challenges related to open innovation. This case shows different management challenges related to open innovation. It describes how the founders started a new venture based on this simple idea and using competencies of other organizations and companies to launch successfully the first functional quilt in the world.

The case provides a nice setting to think about how Open Innovation can be applied in low tech SMEs. It focuses in particular on: 1. The role of the vision of the founders; 2. The strengths and liabilities of a SME, when it starts developing a new business with external innovation partners; 3. The problems in differentiating a functional quilt from other ordinary quilts; 4. And the strategy the company can develop when it launches a new generation functional quilts?

The case is a textbook example how open innovation is also valuable for SMEs in a low tech environment.

Vanhaverbeke, Wim (supervisor)

Solvay's influenza business: Development of a new technology

Crijns, J.; Palache, B. & Vanhaverbeke, W. (supervisors)

Hasselt: Universiteit Hasselt; Bedfordshire: European Case Clearing House, 10/2009

16 p.

Major technological innovations are usually associated with central research and development facilities in large companies and leading edge technologies that are key to unlocking business opportunities in promising, embryonic markets. In this study we analyse how the 'Business Group Influenza' (BGI) in Solvay revitalised its influenza vaccine business through the commitment of people in the periphery of the company, in combination with changing market conditions as the result of the upcoming threat of an avian influenza pandemic. BGI turned a mature business, which was the subject of divestment discussion, into a growth engine for the company through the development of a cell culture technology and a new state-of-the-art production technology to produce influenza vaccines. The company was the first in the world to get market authorisation for its cell culture technology, and recently implemented the technology on a full industrial scale. In this case we focus on the key factors that underpin the success of this business revitalisation.

Ysa, Tamyko

Stakeholder management: The high-speed train through Castellbisbal (Barcelona)

Ysa, T.; Playà, J.; Gràcia, P.

Barcelona: ESADE; Bedfordshire: European Case Clearing House, 10/2009

Multimedia case

The project of a high-speed train linking Madrid, Lleida, Barcelona and the French border came into being in 2000. The impact of building the infrastructure for this complex project was felt by several towns in many ways and also affected different interests (economic, social, citizen, regional, local, etc). The combined mobilisation of some towns at the outset managed to reduce certain negative impacts and highlighted problems and interests concerning the responsibilities of the different authorities involved. The route of the high-speed train through Castellbisbal directly affects a housing estate whose inhabitants refuse to accept the impact of the construction work. The blasting used to build the different tunnels brought part of the roof of one house down, injuring one person. The ensuing public alarm caused a crisis involving many parties and interests in which the media also played an important role. The town authorities are overwhelmed by a problem, which they are not directly responsible for, whose considerable dimensions have caused a major mobilisation of the public, forcing the authorities to dedicate all its efforts to defending local interests and finding a solution that satisfies all parties. This is a bilingual multimedia case in Spanish and English. This case has been featured on the ECCH website.

Other Cases

Busquets Carretero, Xavier
CISCO Systems: Bridging the gateway between Europe and India
Busquets, X.; Blanco, J.
Barcelona: ESADE, 10/2009
18 p.
This is a case about strategic management of innovation within a technological firm, CISCO Systems. The case focuses on managerial thinking and focuses on 1) how to make sense, assess and develop a project based on the new paradigm of the Internet 2) the change in CISCO strategy or its strategic intent and, as a consequence 3) how to design its globalisation strategy. The case describes a story of Smart City Concepts focused on how to orchestrate resources in Europe and India where CISCO created its Globalization Center East and, in practical terms, a second headquarters in Bangalore. The case describes how the company's aim was to 'capture' both the GDP shift moving towards the East and new sources in the Asia Pacific region, including the development of business models. However, it also questions if we are currently experiencing a major shift towards a non-USA-centric future for Information Technology firms. In consequence, the case focuses on the phenomenal opportunity it represents to discuss the future of Internet as seen in traffic control; smart electric grids to gain efficiency and reduce CO2 emissions; harbour management; unified communications, among others.

Busquets Carretero, Xavier
Mallart Coch, Joan Ramón
Catalan Broadcasting Corporation (CCMA): the digital challenge
Busquets, X.; Loebbecke, C.; Mallart, J.
Bedfordshire: European Case Clearing House, 06/2010
9 p.
This is a case about the strategic management of innovation within a TV broadcaster, Corporacio Catalana de Mitjans Audivisuals (in English, the Catalan Broadcasting Corporation, or 'CCMA'). The case focuses on project selection and the underlying structure for innovation, in particular, the strategic and structural fit in a totally new context shaped by digitalisation. The case describes CCMA's history and evolution, the Spanish TV market, new digitalisation trends and CCMA's structure, and also describes a new unit, the Catalan Interactive TV Corporation (CCRTVi). The case focuses on this new unit's proposal to sell branded netbooks. It is intentionally written from the CCRTVi perspective, from the 'innovators' perspective. Students are asked to put themselves in the shoes of Santiago Miralles (managing director of CCRTVi) and come up with the right arguments to convince the company to sell these mini-computers. Students will have to explore the rationale behind the project and, consequently, analyse the strategic and structural fit of CCMA within the new digital context, as well as address the relationship dynamics between CCRTVi and the rest of the organisation.

Busquets Carretero, Xavier
Rodón Mòdol, Joan
Vera Vinardell, Lluís
Banco Santander acquires Abbey: The Jack Project (A) and (B)
Barcelona: ESADE, 10/2009
20 p.
The primary argument found within this case is to explore Santander's Information Technology (IT) capabilities and its alignment with the firm's growth strategy based on Mergers & Acquisitions; second, we explore project management, power, and political issues; third, IT strategies; and, fourth, the managerial role of the CIO. The case was written for General Management and Senior Executive Programmes. However, it can also be used in MBA and Executive MBA degrees in Information Systems Strategy. Case A focuses on Miquel Montes, the bank's new Chief Information Officer (CIO). The case describes the design process utilised in the Abbey purchase as a unique project to find trans-national synergies. It presents dilemmas arising from priorities regarding the project's implementation and Abbey's potential, and also sources options for information systems. Case B describes the path Santander's management developed to find efficiencies and project management issues in a highly and risky context but, most importantly, the strategy and value proposition of information systems within the bank which has become the most efficient global institution in 2009 and awarded 'Bank of the Year' in 2009 by The Banker.

Gimbert Ràfols, Xavier
Micro Casos
Barcelona: ESADE, 12/2009
30 p.
Conjunto de pequeños casos (divididos en 25 capítulos, sobre unas 80 empresas y/o sectores) que cubren todo el proceso de reflexión y decisión estratégica (conceptos y herramientas que en él intervienen). Estos micro casos son el complemento ideal del macro caso Teleppizza.

Torres Pérez, Diego
Aliados para crecer: Bioaccez Controls
Barcelona: ESADE, 06/2010
12 p.
In early 2007 Ramon Parlade founded Bioaccez Controls, but soon faces the consecuences of the global finantial and economic crises. Shoud Bioaccez focus in its current business or try to grow with new products?

Torres Pérez, Diego
Chipotle
Barcelona: ESADE, 01/2010
8 p.
After several years of extraordinary growth, Chipotle faces a tough business environment. Will its competitive advantage be enough to thrive in the new scenario?

Torres Pérez, Diego
SportQuest
Barcelona: ESADE, 03/2010
10 p.
SportQuest was founded with a clear set of values in mind. But now, after succeeding in the market place, the company is growing and things are changing in the corporate culture.

Valls Giménez, Josep Francesc
IKEA 2010: más paquete plano y más övertag
Barcelona: ESADE, 06/2010
13 p.
La empresa sueca, desembarcada en España desde hace diez años, compite en el mercado del mueble en base a los siguientes drivers: comodidad en el proceso de compra; servicio post-venta; contacto con el producto; y precio.
Las ventajas competitivas se centran en el diseño y en el paquete plano: la ventaja del diseño se obtiene gracias la övertag que le ofrece la relación establecida con los proveedores no exclusivos, pero muy integrados, con los que trabaja en todo el mundo; la ventaja del paquete plano facilita tanto la reducción de los costes de stokage como, sobre todo, la facilidad del traslado por parte del cliente.
Complementariamente, la estructura multinacional del grupo permite abrir nuevas tiendas con payback a dos años y breakeven point de 30 millones de euros que resulta altamente interesante.

Valls Giménez, Josep Francesc
Mercadona 2010: nueva reducción de costes para prescribir precios más bajos
Barcelona: ESADE, 06/2010
11 p.
Para que los clientes pudieran seguir comprando lo de siempre, con el mismo nivel de calidad, a pesar de disponer de un menor presupuesto, Mercadona planteó en 2008 una estrategia basada 1), en la reducción drástica de los costes en toda la cadena de valor, lo cual significaba una vuelta a lo básico; 2) bajada de precios; 3) en la enfatización del rol de prescriptor, reduciendo referencias y ofreciendo a los clientes todo el portfolio ajustado en valor y precio; y 4) en la reducción de su beneficio neto.
Esta estrategia le ha permitido a la compañía de distribución española mejorar sus márgenes, incrementar el número de clientes, mantener el empleo y que los proveedores (e interproveedores) siguieran confiando en ella.

Vives de Prada, Luís
3M: Market driven innovation
Barcelona: ESADE, 03/2009
22 p.
In this case, we will examine 3M's growth and comment on the merits and short-comings of each of the three corporate strategies implemented during this time:
1. Product Diversification through Innovation and Acquisitions;
2. Market-driven Strategy implemented through the use of Lead User Teams;
3. Geographical Diversification into Emerging Markets.
3M's market-driven strategy, facilitated in particular by the introduction of internal Lead User Teams, is an excellent example of how, by empowering employees and rewarding risk-taking, companies can become a market and innovation leader.

Book Reviews

Bisbe Viñas, Josep
Business planning and control: Integrating accounting, strategy and people **by Bruce Bowhill**
Chichester: John Wiley & Sons, 2008. 634 p.
Book review in: *European Accounting Review*, vol. 19, no. 1, 05/2010, p. 193-197

Murillo Bonvehí, David
El día después de la crisis **by Robert Tornabell**
Barcelona: Ariel Empresa, 2009. 317 p.
Book review in: *VIA Valors, Idees, Actituds*, no. 12, 04/2010, p. 165-167

Ysa Figueras, Tamyko
Cultural aspects of public management reform
Amsterdam: Elsevier, 08/2007
Book review in: *International Public Management Journal*, vol. 12, no. 4, 2009, p. 500-502

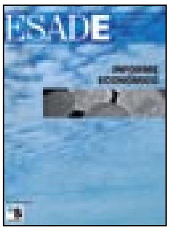

ECONOMIA SOCIAL DE MERCAT
Impacto económico y social de las marcas de fabricante en España
ESADE
INFORME ECONÓMICO
Manual jurídico práctico para el delegado de prevención de riesgos laborales
Xarxes de coneixement i innovació

Monographs

Alfaro Faus, Manuel
Vallés López, Ismael
Mas Sapena, Javier
Varela Otero, Ana
Sureda Varela, Maria
La previsión y el ahorro ante el envejecimiento de la población
Manuel Alfaro & Ismael Vallés (dirs.)
Barcelona: Edad & Vida, 11/2009
88 p.

El estudio pone de manifiesto la importancia de impulsar una cultura del ahorro con vista a la jubilación. Los ciudadanos son conscientes de la necesidad de ser previsores para esta etapa de la su vida, pero no ajustan sus comportamientos de ahorro y consumo a esta realidad. Es necesario cambiar la actitud y los comportamientos mediante acciones educativas, con información y una acción decidida del sector financiero y de las administraciones públicas.

Ballabriga Clavería, Fernando
Comajuncosa Ferrer, Josep M.
Informe económico
Barcelona: ESADE, 04/2010
48 Pág.



Según los autores, “es el momento de luchar por restablecer las constantes vitales de nuestra economía en el contexto europeo y global”. Y, para ello, el primer problema que hay que atajar de manera concreta es la reducción del déficit público. En este sentido, ambos autores coinciden en señalar que, “para lograr rebajar el porcentaje del déficit del 11 % actual al 3 % propuesto por el Gobierno, más importante que el aumento del IVA es la reducción del porcentaje de gasto público sobre el PIB”. Dos aspectos son centrales para el ahorro: por un lado, el gasto en salarios públicos, es decir, “abordar el tema del número de funcionarios y de su nivel salarial”. Sólo en el primer trimestre de este año, se ha producido un incremento del 0,3 % que ha afectado a 2,6 millones de funcionarios y ha supuesto un coste de 50 millones de euros. La segunda cuestión radica en “el gasto en bienes intermedios para la provisión de los servicios públicos, como la sanidad y la educación”. Según el Informe, el aumento de algunos impuestos como el IVA y la recuperación de los ingresos perdidos cuanto se inicie una cierta mejora de la situación económica difícilmente superarán el incremento porcentual del PIB. Por ello, “la corrección del déficit requerirá la reducción del porcentaje del gasto público sobre el PIB”. Además, este ajuste se deberá conseguir en un momento en el que la evolución demográfica proyecta un aumento del gasto sanitario y del gasto de las pensiones, de mantenerse la estructura actual”. Por esta razón, y con el objetivo de reducir el gasto público en estos ámbitos, el Gobierno debería plantearse la introducción de modelos de pago fraccional (copago), por parte de los usuarios, en la provisión de los servicios públicos. En el caso del gasto de las pensiones, es necesaria una revisión del sistema actual de pensiones.

Baruel Coll, Josep
La conducta de los antiguos alumnos en el mundo laboral
Barcelona: ESADE, 03/2010
50 p.

Estudio de los problemas a los que se han tenido que enfrentar los antiguos alumnos en su vida laboral, de la manera que los han resuelto o lo han intentado hacer. Según lo que ellos mismos expusieron, los problemas analizados son de adaptación, de relaciones humanas, éticos, psicológicos... Previamente se concretan los puntos de su forma de actuar. De acuerdo con las experiencias que vivieron, se exponen los cambios que probablemente sufrirá el mundo laboral en un futuro próximo.

Bou Alameda, Elena
Svejenova Nedeva, Silviya
Sauquet Rovira, Alfons
Ollé Valls, Montse
Xarxes de coneixement i innovació
Barcelona: ACC1Ó, Generalitat de Catalunya, 07/2009
93 p.
Quaderns OME: prospectiva; no. 8

Vivim en temps d’innovació en els quals la capacitat per generar coneixement i transferir-lo són recursos essencials per a la competitivitat i el creixement de les organitzacions, els sectors industrials i les àrees geogràfiques afins. No hi ha cap individu o entitat que disposi de tots els recursos i les competències rellevants per innovar de manera constant. És per això que té tanta importància la col·laboració per al coneixement i la creació conjunta d’innovació. Tanmateix, tot i que és necessària, la col·laboració no és, però, un acte natural. Com a tal, requereix una labor institucional per part d’empresaris amb visió, que vulguin generar i augmentar la connectivitat i la cooperació en xarxa. A més, hi ha determinats mecanismes organitzacionals que cal posar a lloc per tal de mantenir la xarxa activa i en moviment.
Aquest informe fa èmfasi en les característiques, el rol i les dinàmiques de col·laboració per al coneixement i la creació conjunta d’innovació. Per fer-ho, examina la feina realitzada pels experts en els clústers i les xarxes, i procura oferir informació clara sobre com definir i copsar les diverses maneres de cooperació. A més, aprofundeix la naturalesa del coneixement i les particularitats de compartir coneixement a través dels límits organitzacionals, perfilant alguns mecanismes de connectivitat com ara els objectes fronterers (boundary objects) i la funció intermediadora (brokering).
L’informe no es limita a oferir una visió general dels últims models que faciliten els experts sobre aquests temes, sinó que cerca oferir-ne una millor comprensió i extreure’n algunes lliçons a partir de l’estudi aprofundit de dos casos de xarxes de coneixement a Catalunya, que revela diversos graus de potencial internacionalització i de complexitat d’interacció entre els diversos actors, i que es troben en estadis diferents d’evolució. El cas principal és el clúster del vi, ancorat geogràficament a l’àrea del Priorat: un clúster ben establert i que té èxit a l’hora de crear coneixement i compartir-lo. El cas complementari és el del clúster del sector biofarmacèutic a l’àrea de Barcelona (en el qual la col·laboració per a la creació de coneixement és bastant incipient, si la comparem amb la del

Priorat), que té un potencial més alt d'internacionalització de la col·laboració per a la creació de coneixement que el clúster del vi. La comparació i el contrast dels dos contextos de clúster permeten oferir alguns comentaris concloents sobre els seus elements comuns i les seves característiques distintives, que tenen conseqüències en la creació i la compartició de coneixement.
Finalment, com que l'informe combina la interpretació de la literatura acadèmica amb la riquesa de la feina empírica, serveix com a base per articular diverses reflexions concloents per als experts, els professionals i els responsables polítics implicats en la creació i el funcionament de les xarxes de coneixement.

Obeso Abalde, Carlos (coordinador)
Laborda Coronil, Ana María
Vallés López, Ismael

Barómetro Egarsat sobre valores y comportamientos frente al absentismo en la empresa: segundo informe: el bienestar en el trabajo –well-being- y su influencia sobre el absentismo

ESADE. Instituto de Estudios Laborales (IEL); Egarsat
Sant Cugat del Vallès: Egarsat, 02/2010
48 p.

Este nuevo estudio complementa un primer informe presentado hace unos meses -que se centraba en los valores y comportamientos frente al absentismo en la empresa-, y tiene por objetivo determinar en qué medida llevar a cabo una gestión responsable de los recursos humanos revierte en una menor incidencia del absentismo y, en consecuencia, en menos costes para la empresa.
Del informe cabe destacar cómo actúan y se comportan los trabajadores frente al absentismo y qué valoración realizan de las medidas que ponen las empresas a su disposición para mejorar su estado físico, psíquico y emocional: a) un 51,8% no reconocen que el absentismo sea un problema y no valoran la utilidad de dichas medidas que ponen a su disposición las empresas; b) un 15,3% reconocen el problema del absentismo, pero no utilizan los mecanismos que sus empresas ponen a su disposición; c) sólo un 32,3% utilizan las iniciativas que ponen a su disposición las empresas para mejorar su bienestar, y de éste 32,3%, el 77% las valoran muy positivamente.
Pese a que existe un porcentaje elevado de trabajadores que no reconocen el problema del absentismo, hay también un gran número que valoran estas medidas positivamente y que las ha utilizado.
Las conclusiones se han extraído en base a una muestra de 700 entrevistas a Directores y responsables de Recursos Humanos, así como a trabajadores representativos de las empresas de los sectores más sensibles al absentismo.
El estudio concluye que las políticas de bienestar inciden positivamente en el problema del absentismo al mejorar el estado emocional de los trabajadores y promocionan la cultura corporativa, aunque por su novedad todavía tienen un largo recorrido de implantación en las empresas.

Recio Figueiras, Eugenio María

Estructura ideológica de la economía social de mercado

Barcelona: Centre d'Estudis Econòmics i Socials (CEES); Institut d'Estudis Humanístics Miquel Coll i Alentorn (INEHCA), 12/2009
38 p.

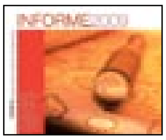
Para explicar la estructura ideológica de la Economía Social de Mercado (ESM) se describe primero la historia que dio origen a

este sistema de organización económica y cómo la conceptualizaron sus fundadores. Se explican a continuación sus principios básicos y la instrumentación económico-social necesaria para su realización. Por último se aducen los testimonios de los actuales expertos en esta materia para indicar cómo se puede aplicar este sistema en el contexto social y económico de la actualidad.

Torres Pérez, Diego

Informe anual sobre el estado del patrocinio en España 2009

Sant Cugat del Vallès: Strategy Innovation Lab, 04/2010
48 p.



La crisis sin precedentes que está afectando a la economía española está también dejando su huella en la evolución del mercado de patrocino deportivo, cultural y social. La evolución de la situación ha hecho recomendable avanzar algunas cifras y tendencias a partir de los datos de los tres primeros trimestres del año. A continuación se explicitan las principales conclusiones cualitativas del informe, después de la revisión:
1. La inversión mundial en patrocinio ha alcanzado los 44.200 millones de dólares en 2009.
2. Esto supone un crecimiento de la actividad de patrocinio mundial de un 3% con respecto a 2008.
3. A pesar de la baja tasa de crecimiento, el patrocinio sigue siendo una de las pocas formas de comunicación que crecen a nivel global.
4. En España, sin embargo, se estiman tasas de crecimiento de la inversión en patrocinio negativas, de alrededor del -11%.
5. La inversión en España durante el 2009 se ha situado en torno de los 1.200 millones de euros.
6. La mayor caída la ha experimentado el patrocinio deportivo, que ha bajado hasta los 625 millones de euros.
7. El patrocinio cultural y social también ha sufrido una importante caída, hasta los 575 millones de euros.
8. La existencia de contratos plurianuales ha frenado en cierta medida la caída de la inversión en patrocinio.
9. Las grandes empresas han realizado los mayores recortes en patrocinio, sin embargo los cambios en los presupuestos varían mucho según la empresa.
10. Los cambios también varían mucho según el sector, con mayores descensos en algunos de los más afectados por la crisis, como la construcción y automoción.
El "Informe anual sobre el estado del patrocinio en España" analiza periódicamente las principales magnitudes y tendencias relacionadas con el patrocinio, el mecenazgo y la acción social. El informe analiza datos procedentes de los observatorios internacionales sobre patrocinio, prestando atención no sólo a las magnitudes sino a las tendencias y a sus causas subyacentes. Se nutre también de las estadísticas y previsiones sobre el mercado español, confeccionadas a partir de encuestas a las principales empresas españolas con actividad en patrocinio.
Los borradores iniciales del informe son enriquecidos con informes específicos sobre la actividad de las principales empresas patrocinadoras y de los sectores económicos más importantes. Antes de publicar la versión definitiva, las conclusiones son contrastadas con las opiniones de dos grupos cuidadosamente seleccionados de directivos y expertos en patrocinio.


ESADE

PhD Theses

Almirall Mezquita, Esteve
Wareham, Jonathan D. (director)
Understanding innovation as a collaborative, co-evolutionary process
Wareham, J. D.; Casadesús-Masanell, R. (dirs.)
Universitat Ramon Llull. ESADE
Barcelona, 18/11/2009
Innovation, which used to be the result of a single, sometimes heroic, entrepreneur, is progressively turning into a collaborative endeavour, better described as the result of a complex process with multiple actors.
This thesis aims to explore this collaborative aspect of innovation by exploring two strands of research. One uses agent_based modelling to create theoretical models, where the other uses qualitative analysis to obtain insights from organisations – Living Labs – that aim to involve users in innovation.
In addition to understanding innovation as an open process, a closed process may sometimes be equally successful. In fact, very simple and very complex mobile phones seem to follow this later approach. Under what conditions innovation benefits from being open and when better results can be obtained from retaining control of the whole process is our first research question.
This process of collaboration, characteristic of the open process approach, is normally considered at a micro level, as a result of a dyadic interaction between agents. Nevertheless, there is a macro level characterised by institutions, such as business schools, which play an important role in uncovering best practices and building hypotheses that, if successful, will be adopted by agents. Understanding how this process works; how many cases should be collected and how comprehensive these should be; how much companies can rely on the insights of business schools; and when it is necessary to engage in exploration, is also necessary when characterising innovation as a collective process.
The mechanisms of collaboration are, however, not all well_understood. Innovation is no longer solely in the hands of R&D laboratories or even organisations; users play an increasingly significant role and are being perceived as holding vast potential. Living Labs is one attempt to provide structure and governance to user involvement in innovation. Here, we will examine the contribution of users, how Living Labs aim to capture and apply relevant knowledge, and when and how this proves successful.

Barrull Melcior, Francesc Xavier
Bonet Guinó, Eduard (director)
Bieto Caubet, Eugènia (director)
L'emprenedor persuasiu. Retòrica i narratives en l'entrepreneurship
Universitat Ramon Llull. ESADE
Barcelona, 7/05/2010
La rigidesa de la teoria econòmica, especialment en l'assumpció de la racionalitat dels agents econòmics i en el tractament objectiu de la informació ha dificultat encabir l'emprenedor en els seus models. La tesi aprofundeix en l'estudi de l'aprenentatge emprenedor com a mitjà per a superar aquest problema. A partir de la informació obtinguda mitjançant l'observació directa, les entrevistes en profunditat i l'examen de documents, es descriuen 3 casos que permeten analitzar com els emprenedors donen sentit a les seves accions i utilitzen les narratives i la retòrica.
Els resultats ens mostren diferents tipologies d'emprenedors, vocacionals i oportunistes en la fase prèvia a la constitució de la societat i aventurers i creadors en la posterior. Els vocacionals entenen la creació d'una empresa pròpia com un projecte vital. Els oportunistes actuen perquè creuen que una determinada idea de negoci representa una oportunitat que cal aprofitar. Els aventurers posen èmfasi en l'empresa com a font d'experiències i reptes i els creadors viuen l'empresa com una creació personal.
Pel que fa a les narratives, en tots els casos observats els emprenedors relaten una narrativa èpica del seu procés, en el que van superant els diferents reptes. Utilitzen dos tipus fonamentals de micronarratives: les motivacionals, en les que realcen aquells valors que donen sentit a les seves accions i les d'assoliment, en les que destaquen els valors que consideren fonamentals per a que funcioni la seva empresa.
També s'observa com utilitzen la retòrica per a persuadir i persuadir-se a ells mateixos i que no prenen decisions racionals, sinó que a partir d'una intuïció heurística van configurant una idea plausible -molts cops en forma de narrativa- construïda a partir d'arguments que els porta a prendre decisions raonables. Els arguments d'ethos i per exemples són les principals fonts que els persuadeixen que cal realitzar una acció, mentre que els arguments de logos resulten decisius per a descartar-la.
Els resultats ens permeten destacar el rol persuasiu dels emprenedors, tant en la seva activitat quotidiana com en la seva funció social i econòmica. La idea d'un emprenedor persuasiu permet comprendre millor el seu comportament, ofereix eines per a millorar la seva tasca, reforça la idea del llenguatge i especialment dels arguments com a creadors de valor econòmic i facilita encabir l'emprenedor en la teoria econòmica.

Calabretta, Giulia
Montaña Matosas, Jordi (director)
The takeoff of environmental technologies: A historical analysis of timing and affecting
Universitat Ramon Llull. ESADE
Barcelona, 18/09/2009
166 p.
In the last few decades, the uncontrolled impact of industrial activities on the natural environment has given rise to major ecological concerns. Although companies have many options for reducing the environmental impact of their activities through product design and technologies, their initiative is often stifled from the evidence that market entrances of green products tend to be difficult, slow and highly demanding. The aim of this research is to explain the diffusion problems of green technologies through the lens of technological dominance. According to the literature 'technological change can be fruitfully characterised as a socio-cultural evolutionary process of variation, selection and retention' (Anderson and Tushman, 1990), through which a dominant technology finally emerges. This process of selection is shaped by social, political and organisational dynamics acting at both the industry and firm level. Being green technologies – disruptive innovations in the industries in which they are implemented – their full acceptance is subordinated to the repeated interaction of the firm's capabilities, managerial willingness, institutional rules and competitive dynamics. The present study investigates the diffusion of environmental technologies through an analysis of the time to takeoff needed by a new product incorporating environmental technologies, and through the identification of systematic patterns in the interaction among evolutionary forces. The empirical part consists of quantitative analysis of archival data in industries characterised by high environmental impact (automobile, appliances, lighting). In order to investigate the takeoff of environmental technologies, data on sales has been collected, plotted, and fitted with the generalised logistic function. The results provide evidence of an S-shaped diffusion pattern, although no generalisation is pos-

sible on the time to takeoff. In order to examine the temporal pattern of interaction among evolutionary forces, survival analysis techniques and GLS regression have been used. The results suggest that the design of products incorporating environmental technologies should always balance the performance of the disruptive attribute and the mainstream attribute. Additionally, supporting regulation is important for accelerating the takeoff of environmental technologies, although its effectiveness depends on the type of regulatory tools. Finally, senior management commitment emerges as an underestimated central driver of environmental technologies adoption.

Castelló Molina, Itziar
Lozano Soler, Josep Maria (director)

The corporate role in a changing society: A model of sensemaking and of firm characterization

Universitat Ramon Llull. ESADE
Barcelona, 09/06/2010

Esta tesis está organizada como un compendio de cuatro artículos, cada uno de los cuales investiga como las empresas le dan sentido a la Responsabilidad Social Corporativa (RSC). Proponemos un modelo teórico de creación de sentido el cual nos permite a posteriori la caracterización de empresas. En este modelo pretendemos explicar cómo los directivos entienden las responsabilidades sociales y medioambientales y el rol de la empresa en la sociedad. A través de cuatro investigaciones empíricas en la forma de artículos que comprenden 10 casos de estudio y el análisis de más de 900 informes corporativos, tratamos de entender tres características del comportamiento que constituyen las dimensiones de nuestro modelo: cognitiva, lingüística y conativa. Inductivamente proponemos las sub-dimensiones de nuestro modelo encontrando a través de ellas patrones de interrelación y evolución que describen el comportamiento de las empresas. Observamos que la evolución en los últimos años de la RSC tiende hacia a la definición de la RSC como un elemento más estratégico de la empresa. Sin embargo, también notamos un aumento de la comprensión de la RSC más post-positivista. Concluimos que la institucionalización del discurso formalizado puede ser uno de los vectores de evolución de la RSC. Proponemos normativamente, que una futura evolución de la RSC pasa por una comprensión más política del rol de la empresa en la sociedad definida a través de procesos deliberativos.

Cuneo Zuñiga, Andrés Ricardo
Montaña Matosas, Jordi

Assessing the value of private label brands: An approach to the measurement of brand

Yagüe Guillén, M. J. (dir.); López Belbeze, P. (codir.); Montaña Matosas, J. (tutor/ponente)
Universitat Ramon Llull. ESADE
Barcelona, 21/12/2009

La evolución que han tenido las marcas de la distribución en Europa en los últimos años ha sido notable. Actualmente, están presentes en más del 90% de las categorías de productos de gran consumo, y la cuota de mercado para el total de países europeos alcanza el 23%, y se supera significativamente en países como Reino Unido, Suiza, Alemania, España, Francia u Holanda. Conjuntamente con el crecimiento que han experimentado en cuanto a cuota de mercado, su transformación a lo largo del tiempo ha sido profunda, pasando de tener una imagen de bajo-precio/baja-calidad, a ser capaces de competir en los mismos territorios de las grandes marcas del mercado. Desde la óptica de la teoría de las marcas, no obstante lo favorable de la progresión que han tenido, resulta fundamental determinar si en este recorrido, han sido capaces de construir capital de marca o si por el contrario fundamentan su fortaleza exclusivamente en el factor precio. Este es un debate, que si bien se encuentra presente en académicos y directivos, aún no ha recibido suficiente atención de forma empírica. Por ello, el objetivo fundamental de esta tesis es determinar si las marcas de la distribución, tal y como se han desarrollado hasta la actualidad, han construido capital de marca. A partir de aquí se plantean otras cuestiones derivadas de esta creación de valor. Concretamente, si este capital de marca se construye de igual forma para todas las marcas o si por el contrario cada marca de distribuidor construye capital de forma individual. Asimismo, se plantea si el capital de marca varía entre líneas de producto y segmentos de mercado. El estudio empírico realizado para el contraste de las proposiciones, utiliza el mercado de yogures en España como base de análisis. A partir de una base de datos panel de consumidores, proporcionada por TNS, con 743.454 compras a lo largo de tres años de estudio y con 13.092 hogares, se desarrolla un modelo de elección de marca utilizando los modelos Logit Multinomiales en dos líneas de producto: yogures regulares y yogures bífidus. Los resultados de la investigación sugieren que sólo algunas marcas de la distribución han sido capaces de construir capital de marca a través de su trayectoria. No obstante, existen importantes variaciones en el valor de marca entre líneas de producto y segmentos de mercado. Asimismo, los modelos planteados destacan las principales variables que intervienen en la construcción de capital de marca en marcas de la distribución, tanto para categorías básicas como para categorías con valor añadido para el consumidor, donde las posibilidades de diferenciación son mayores.

Hanhardt, Andreas
Ansotegui Olcoz, Carmen (director)

The adventures of Fama & French in Europe

Universitat Ramon Llull. ESADE
Barcelona, 31/05/2010

The main purpose of this dissertation is threefold. Firstly, we aim to shed further light on the general pricing ability of the Fama and French (1993) (FF) three-factor model (3FM) in Europe. Secondly, we aim to assess whether the FF factors are related to systematic risk and, thus, whether the 3FM is consistent with an intertemporal asset pricing explanation behind the size and book-to-market effects. Thirdly, we endeavour to measure the extent to which European equity markets are integrated. This is motivated by the continuous institutional and economic alignment process in Europe.
The 3FM has become one of the most popular models of risk adjustment in the empirical asset pricing literature. However, to date, most empirical work has been done for a few selected markets, especially in the US. Hence, the 3FM demands more time and further empirical support before it can be accepted as a credible theory-based model to replace the CAPM. We use a fresh holdout sample with newly constructed FF factors for an extensive set of European countries, industries and regions. Our findings imply that in each of our sub-samples the 3FM clearly dominates the CAPM, even if formal test statistics imply that neither model is free of mispricing. We also document that augmenting the 3FM by a momentum factor may only marginally help to explain European equity return behaviour.
The enormous success of the 3FM has also triggered an extensive debate about the economic rationale of the FF factors. We purse this discussion by assessing, via two different approaches, whether size and book-to-market may be related to time-varying investment opportunities. We first assume that changes in the investment opportunity set are summarised by changes in future macroeconomic growth rates. Nevertheless, if we link our newly constructed FF factors to future GDP growth rates in the Eurozone, then we find that

only size appears to contain some information on future macroeconomic growth. Yet, not even this finding for the size effect is, admittedly, persistent across our sub-samples.
In a second step, we relate size and book-to-market to changes in European default and term spreads. These yield spreads are generally acknowledged for their ability to track investment opportunities. Our results suggest, however, that neither changes in the European default spread nor changes in the European term spread may proxy for the risk underlying our size and book-to-market factors. In fact, our empirical findings imply that augmenting the 3FM by changes in these yield spreads may notably help to price European equity portfolios at the country, industry, and regional levels. Hence, it appears that the variables may be considered complements rather than substitutes. This is contrary to US findings (see Petkova, 2006; Hahn and Lee, 2006).
Finally, we follow two related approaches to study the degree to which European stock markets are integrated. We first show that a pan-European version of the 3FM is able to explain a considerable proportion of domestic equity portfolio returns. Firstly, this entails the model containing valuable information from pricing domestic equity. Secondly, it may imply that European stock markets are integrated (see Bekaert and Harvey, 1995; Roll and Ross, 1980). In a second and more generic step, we utilise a stochastic discount factor (SDF) framework to estimate and compare domestic pricing kernels across European markets. Our results convey that the amount of information shared by these kernels increases significantly over time, especially after the introduction of the euro. This may serve as a further indicator of an increasing European stock market integration.

Herrera Barrera, Boris Vladimir
Bonet Guinó, Eduard (director)

Knowledge as an effective tool to improve Economics Performance in Micro and Small Enterprise

Bonet Guinó, E.; Jáuregui, K. (dirs.)
Universitat Ramon Llull. ESADE; ESAN
Barcelona; Lima, 13/11/2009
313 p.

This dissertation sets out to understand and explain the effect of the creation, use and management of knowledge as a factor of economic performance in micro and small businesses, utilising a qualitative approximation based on the use of narratives. To do so, a scheme in two phases has been utilised: the first of these develops a model to understand the most prominent variables and their application in the analysis of the phenomenon being studied; and the second aims to investigate the nature of this knowledge: to identify the type of knowledge that is used by the small entrepreneurs, how this is effectively used and how it is related to the factors determined in the first phase of the study.
The design of this research is based on the conceptual framework proposed by John W. Creswell (2003 & J. Creswell, 2005) and the methodology of the work on the use of Narratives in Social Science Research by Barbara Czarniawska (B. Czarniawska, 2004). In the field of knowledge, I started from the basis of studies based on endogenous growth proposed by Paul Romer (P. Romer, 1989), who argues that knowledge is an important factor in the economic performance of firms and nations. This is supplemented with particular focus on the American pragmatism, John Dewey (J. Dewey, 1910), the definitions of simplicity in the transmission of knowledge (J. Dewey, 1916), the concept of knowledge brokers or intermediaries (A. Hargadon & R. Sutton, 2000) and the definitions of Cook and Brown on the classifications of use and possession of knowledge (S. Cook & J. S. Brown, 1999).
This dissertation has found that the main elements related to the economic performance of small and micro enterprises, in relation with knowledge, are based on the use of knowledge in the possession of the entrepreneur, on the knowledge created by the environment of the small business and the relation of the entrepreneur with this environment, and finally on the role of the broker knowledge between the entrepreneur and his/her environment. On the other hand, it contributes a pattern towards understanding the relationship between micro and small enterprises and their environment, as creation uses, shares and manages the knowledge that contributes to the economic performance of micro and small business.

Hohberger, Jan
Parada Balderrama, Pedro (director)

Individual-level collaboration and firm-level innovation in the biotechnology industry

Parada Balderrama P. (dir.); Almeida, P. (codir.)
Universitat Ramon Llull. ESADE
Barcelona, 11/05/2010

Despite the vast amount of research on collaborative arrangements and innovation, only a few studies examine the influence of collaboration from individual members within an organisation and their influence on the firm's innovation. This is surprising since several studies illustrate the important role individuals can play in knowledge acquisition and learning (e.g. mobility of engineers and scientist, star researchers and boundary spanners). Therefore, this dissertation investigates the impact of inter-organisational collaborations of scientists – as captured by co-authorship of research papers – on the patented innovative of firms. The results indicate that even after controlling for factors that have previously been suggested to impact the innovative output of a firm – including the firm's strategic alliances, star and non-star scientists, individual-level scientific ability and R&D investment – the extent to which a firm's scientists collaborate externally on scientific articles positively influences the firm's innovative performance. Furthermore, individual collaborations between firm researchers and university researchers are particularly useful and regional spillovers enhance the impact of individual collaborations. Supporting the predictions derived from evolutionary economics and behavioural theories, firms with greater numbers of external individual collaborations are likely to grow increasingly aligned to the frontier of emerging innovation. Firms with greater numbers of strategic alliances and internal individual collaborations are likely to grow more distant from the innovation frontier and technological specialisation decreases the alignment of firms to the innovative frontier. Thus, this dissertation isolates and highlights the role of individual level collaboration in the firm innovation process.

Hugues, Benjamin
Wareham, Jonathan D. (director)

The Web 2.0 Internet: Democratized Internet collaborations in the healthcare sector

Universitat Ramon Llull. ESADE
Barcelona, 26/03/2010

Democratised Internet collaborations, referring to participatory online tools or Web 2.0, now impact many aspects of people's lives. Scholars note Web 2.0's potential to improve eLearning or healthcare, and its ongoing impact in sectors such as tech-media. They also raise a plethora of important questions for practitioners and scholars, such as the criticism of Web 2.0 as hype or a marketing term, which necessitates some determination of the scope and nature of Web 2.0. This holds equally for Web 2.0's use in health care, denoted as Medicine 2.0 or Health 2.0. Moreover, given the risks of people using user-generated content for health decisions, and its unproven effectiveness as a health policy tool, scholars have called for best practice models of use. This thesis addresses these fundamental issues, in a field that is fast-moving, behind actual practice and which requires concerted inter-disciplinary research. Therefore, this thesis incorporates seven distinct works that provide broad perspectives on the use of online collaboration tools in healthcare, each analysing a specific topic in sufficient depth to remain relevant in a fast-moving field.

These works include an examination of 1) Web 2.0 and 2) Medicine 2.0, using content analysis of millions of online conversations to surface the major practical or theoretical issues and tensions that underpin each concept. Two further studies examine 3) how and why doctors use Web 2.0 tools, and 4) how doctors search or forage for information in this evolving Internet environment. These two studies rely on surveys, diaries and interviews from doctors working in the UK's National Health Service (NHS). Both highlight important results, such as models for Medicine 2.0 use, or make important contributions to literature such as connecting the previously separate cognitive online search and Internet information judgment literatures. Three further studies examine Web 2.0 from an organisational perspective, including 5) design patterns of Web 2.0's use in global Pharma, which details best practice models of use and its clear link to Open Source design patterns, and 6) global Pharma's Open Innovation strategies, where online collaboration tools enable these strategies. The latter two studies employ thematically analysed interviews with 120 pharmaceutical executives. They make major contributions to literature by characterising open innovation strategies and gleaning implications for Absorptive Capacity in the Open Innovation context. The final study 7) examines Medicine 2.0 form the perspective of health service providers, informing management using eHealth as an instrument for improved healthcare management. Overall, there are many major contributions to literature, which together achieve both a broad overview of Web 2.0 in healthcare and make specific additions to literature on information systems, information science, medical informatics and open innovation and strategy.

Lovreta, Lidija
Forte Arcos, Santiago (director)

Structural credit risk models: Estimation and applications

Universitat Ramon Llull. ESADE
Barcelona, 26/05/2010

Credit risk is associated with potential failure of borrowers to fulfil their obligations. In this sense, financial institutions are concerned with accurately measuring and managing credit risk on a quantitative basis. Intended to respond to this task, this doctoral thesis, entitled 'Structural Credit Risk Models: Estimation and Applications', focuses on the practical usefulness of structural credit risk models that are characterised by being explicitly linked to economic fundamentals and consequently allow for a broad range of application possibilities. To be more specific, the thesis explores the information on credit risk embodied in the stock market and the credit derivatives (CDS) market on the basis of structural credit risk models. The issue addressed in the first chapter refers to relative informational content of stock and CDS markets in terms of credit risk. The overall analysis is focused on answering two crucial questions: Which of these markets provides more timely information regarding credit risk, and what are the factors that influence informational content of credit risk indicators (i.e. stock market implied credit spreads and CDS spreads). The data set encompasses an international set of 94 companies (40 European, 32 US and 22 Japanese) during the period 2002-2004. The main conclusions uncover time-varying behaviour of credit risk discovery, a stronger cross-market relationship and stock market leadership at higher levels of credit risk, as well as a positive relationship between the frequency of severe credit deterioration shocks and the probability of CDS market leadership. The second chapter concentrates on the problem of estimation of latent parameters in structural models. It proposes a new, maximum likelihood-based iterative algorithm which, based on the log-likelihood function for the time series of equity prices, provides pseudo maximum likelihood estimates of the default barrier and of the value, volatility and expected return on the firm's assets. The procedure allows for credit risk estimation based only on the readily available information from the stock market and is empirically tested in terms of CDS spread estimation. It is demonstrated empirically that, contrary to the standard ML approach, the proposed method ensures that the default barrier always falls within reasonable bounds. Moreover, theoretical credit spreads based on pseudo ML estimates offer the lowest credit default swap pricing errors when compared to the other options that are usually considered when determining the default barrier: standard ML estimate; endogenous value; KMV's default point; principal value of debt. Finally, the third chapter of the thesis provides further evidence on the performance of the proposed pseudo maximum likelihood procedure and addresses the issue of the presence of non-default components in CDS spreads. Specifically, the effect of the demand-supply imbalance, an important aspect of liquidity in the market where the number of buyers frequently outstrips the number of sellers, is analysed. The data set is largely extended covering 163 non-financial companies (92 European and 71 North American) and the period 2002-2008. After controlling for the fundamentals reflected through theoretical, stock market-implied credit spreads, demand-supply imbalance factors turn out to be important in explaining short-run CDS movements, especially during structural breaks. Results illustrate that CDS spreads reflect not only the price of credit protection, but also a premium for the anticipated cost of unwinding the position of protection sellers.

Maldonado Beltrán, Miguel Ángel
Wareham, Jonathan D. (director)

Factors impacting the success of ERP implementations in small and medium enterprises: An empirical assessment from Latin America

Universitat Ramon Llull. ESADE
Barcelona, 11/05/2010

Enterprise Resource Planning (ERP) system implementations are becoming consolidated as a critical information technology initiative among small and medium enterprises (SMEs). Even though research has aimed to analyse the adoption and success of ERP implementations, there is a significant gap in the literature studying the SME niche. This article examines the causes determining the success of ERP implementations, specifically considering the niche of SMEs acting in developing regions such as Latin America. The proposed model is corroborated empirically with data from 49 Latin American SMEs. The regression analysis technique allows for corroboration of 7 of the 8 hypotheses. Some results are consistent with previous research but others appear to be unique to the Latin American context. These results suggest that Ease to Use capacities provided by ERP, as well as Project Implementation Success and User Satisfaction of an ERP initiative are key factors influencing the overall success of an ERP implementation. However, Change Management seems to be less critical than the other factors. The decisive role of User Satisfaction as a mediating variable is also corroborated. An innovative contribution of this dissertation is that the success of an ERP implementation is measured by improvements in business performance. The implications of the findings for research and practice are discussed and another promising research streams are outlined.

Romero Velasco, Margarida

Gestion du temps dans les Activités Projet Médiatisées à Distance. Thèse de Doctorat en cotutelle européenne

Mariné, C.; Tricot, A. et Monereo, C. (dirs.)
Université de Toulouse II-Le Mirail; Universitat Autònoma de Barcelona
Tolousse, 29/01/2010

Les étudiants adultes s'engagent dans les Campus Virtuels (CV) pour la flexibilité temporelle de la formation à distance. Ces adultes ont souvent de fortes contraintes d'emploi du temps. Pour eux, la flexibilité est à la fois une nécessité et un défi dans la régulation individuelle et collective des temps de formation. Nous centrons notre étude sur les difficultés de gestion collective du temps dans le contexte des Activités Projet Médiatisées à Distance (APMD). En premier lieu, nous considérons les temps académiques des CV, le profil des étudiants engagés dans des formations à distance et l'effet des différences de fuseaux horaire dans les groupes d'étudiants internationaux. En deuxième lieu, nous évaluons les estimations temporelles individuelles et intersubjectives des étudiants. Les résultats nous permettent constater un biais de sous-estimation intersubjective des temps d'engagement des coéquipiers. Cela nous conduit à une analyse longitudinale des estimations prospectives et rétrospectives, individuelles et intersubjectives. Nous formulons l'hypothèse d'une relation entre le biais de perception intersubjective des temps d'engagement et la perte d'informations sur l'état et l'activité des coéquipiers en situation médiatisée (group awareness). Nous considérons l'hypothèse de l'influence des propriétés réfléchissantes de l'Environnement Informatique d'Apprentissage Humain (EIAH) sur la perception intersubjective des cadres temporels des coéquipiers ou Group Time Awareness (GTA). Selon cette hypothèse, l'introduction d'un outil permettant le partage collectif des cadres temporels des coéquipiers devrait faire progresser la perception intersubjective (GTA). Ensuite, nous testons l'effet de l'amélioration du GTA sur la convergence temporelle des cadres temporels des coéquipiers. Tant l'hypothèse de l'évolution du GTA comme celle de la convergence temporelle peuvent être maintenues, avec indépendance de l'utilisation de l'outil de visualisation temporelle collective. La dernière partie de la thèse compare les résultats de l'évaluation de la gestion du temps et des connaissances par des méthodes dépendantes et indépendantes de la tâche. Nous observons une faible corrélation entre les évaluations dépendantes et indépendantes de la gestion du temps et des connaissances. Nous attribuons ces différences aux compétences spécifiques mobilisées dans les APMD (corégulation, gestion des interruptions...) qui ne sont pas actuellement considérées par les questionnaires d'évaluation de la gestion du temps et rarement évaluées par les évaluations des connaissances indépendantes de la tâche.

Slavich, Barbara
Svejenova, Silviya (director)

Disciplining creativity: Social mechanisms and human resource management practices in creativity-driven organizations

Comacchio, A.; Svejenova, S. (dirs.)
Universitat Ramon Llull. ESADE
Barcelona, 19/10/2009
167 p.

The objective of this dissertation is to open up the black box of creativity and improve understanding on how creativity can be managed in organisations. Fulfilling this purpose requires: clarifying what creativity is and the elements that constitute it; investigating the specific mechanisms that allow creativity to take place, be disciplined and transformed into marketable products; identifying the practices that can help companies retain creative employees. Accordingly, this research has been structured in five chapters. Chapter one overviews the dissertation's methodology and describes in detail the research questions, process and design as well as the culture industry as an empirical setting. Chapter two reviews the literature on creativity and examines different definitions of the term in order to provide clarity: In fact, despite the numerous attempts to define creativity, an agreement on its definition is still to emerge. Therefore, a content analysis of 94 definitions taken from 50 books and 462 articles published in selected management journals from 1990 to 2008 is carried out. The results suggest that six conceptual categories of creativity enjoy general support: creation; synthesis; output; modification; interactions; engagement. All of these conceptual categories and their defining elements are analysed in depth. Chapter three seeks to identify the social mechanisms that make it possible to discipline a creative passion and translate it into cultural products that reach the market. It develops theory by advancing a multi-level theoretical framework, which focuses on two sets of mechanisms 1) creativity-igniting roles that energise a creative endeavour 2) creativity-enhancing relationships that link individual creators with creative firms. The chapter builds on role theory and a role-based approach to co-ordination (Bechky, 2006), bringing together four essential roles that encompass core activities in the process of translating creative passion into cultural products: creator; entrepreneur; integrator; sponsor. The relational perspective to creative activity is used to articulate the importance of creativity-enhancing relationships that bind individual creators with companies dedicated to the production of cultural products. The social mechanisms are illustrated with insights from three case studies on companies from culture sectors that offer distinct approaches to translating passion into products. Chapter four is a study of the human resource management practices related to creative employees' retention in a creativity-driven organisation. Based on one in-depth case study dealing with the fashion and design industry, the 'HRM practices-turnover' link is explored, providing evidence of the role that two variables, namely, identity ('who we are as an organisation' – Albert & Whetten, 1985) and image ('how organisation members think outsiders see the organisation' – Dutton et al., 1994), play in affecting this relationship. Chapter five concludes the dissertation by summarising, linking and interpreting conceptual categories and empirical results. Finally, it advances a multilevel theoretical framework on how creativity occurs in organisations, including both social mechanisms and HRM practices.

PhD Programme contributions

Abdelgawad, Sondos Gamal Eldin
Svejenova Nedeva, Silviya
Entrepreneurial capabilities: Understanding their domain, texture, and role in diverse settings
Abdelgawad, S. G. E.; Svejenova, S
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

Abdelgawad, Sondos Gamal Eldin
How do entrepreneurs change the game? The power of entrepreneurial capabilities
3rd Annual Conference for the Academy of Innovation and Entrepreneurship
Tsinghua University
Beijing, 09/07/2010 - 11/07/2010
The Annual Conference of the Academy of Innovation and Entrepreneurship is a well-organised event dedicated to the diverse features of innovation and entrepreneurship in China. The forum offers an extensive platform for scholars around the world to showcase research and encourage discussions on the latest advances in innovation and entrepreneurship. The AIE conference comprises a comprehensive program, full of a variety of theories and practical applications in innovation and entrepreneurship. The conference is jointly organised by the Research Center for Technological Innovation, the National Entrepreneurship Research Center, Tsinghua University, and the Sanjaya Lall Programme on Technology for Development (SLPTMD) at the University of Oxford.

Dolan, Simon
El Alaoui El Wahidi, Mouna
Comment créer des organisations éthiques? La gestion par les valeurs
In *Éthique et responsabilité sociale, 78 experts témoignent mélange en l'honneur de Michel Joras*
Françoise De Bry, Jacques Igalens & Jean-Marie Peretti (coord.)
Cormelles-le-Royal: EMS, 02/2010
p. 273-280

Bakici, Tuba
Almirall Mezquita, Esteve
Wareham, Jonathan D.
The underlying mechanisms of open innovation intermediaries
The R&D Management Conference 2010
University of Manchester; Research and Development Management (RADMA)
Manchester, 30/06/2010 - 02/07/2010

Bakici, Tuba
Rodón Mòdol, Joan
Wareham, Jonathan D.
Idea generation patterns in an Internet-based open innovation intermediary
10th EURAM 2010
European Academy of Management (EURAM); Università degli Studi di Roma "Tor Vergata"
Rome, 19/05/2010 - 22/05/2010

Iglesias Bedós, Oriol
Singh, Jatinder Jit
Batista-Foguet, Joan Manuel
Di Lorenzo, Francesco
Abdelgawad, Sondos Gamal Eldin
Does store image matter? The case of brand attitude and brand loyalty
5th International Conference of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG
Academy of Marketing; University of Cambridge
Cambridg (UK), 01/09/2009 - 03/09/2009

Diasio, Stephen
Agell Jané, Núria
IBM innovation jams: A mechanism for change
10th EURAM 2010
European Academy of Management (EURAM); Università degli Studi di Roma "Tor Vergata"
Rome, 19/05/2010 - 22/05/2010

Diasio, Stephen
Agell Jané, Núria
An intermediary's perspective on co-creation: mechanisms for knowledge management
16th Americas Conference on Information System (AMCIS) 2010
Association of Information Systems (AIS); Americas Conference on Information Systems (AMCIS)
Lima (Peru), 12/08/2010 - 15/08/2010

Diasio, Stephen
Bakici, Tuba
A process view of open innovation
DRUID-DIME Academy Winter Conference 2010
Danish Research Unit for Industrial Dynamics (DRUID)
Aalborg (Denmark), 21/01/2010 - 23/01/2010
New developments in technology provide researchers opportunities to contribute to the open innovation literature. Previous literature about open innovation has focused on crowdsourcing platforms (Jeppesen & Lakhani, 2010) and development of constructs (Hughes & Wareham, 2009). However, investigation into innovation jams have been limited or scientifically supported within the innovation literature. Innovation Jams are one type of information and communication technologies that organizations are using to engage the collective knowledge of their network. Since open innovation platforms are still in their formative stages, few studies exist that analyze how innovation jams have evolved over time. In addition, this study has been conducted using longitudinal and retrospective analysis (Dittrich & Duysters, 2007; Dahlander & Wallin, 2006).
This paper contributes to open innovation literature through the analysis of IBM's innovation jams using a longitudinal framework, par-

ticipant observation, and retrospective data that suggests a process view of open innovation (Pettigrew et al.,2003; Van de Ven, & Poole, 1995). Moreover, this study presents an evolutionary perspective on IBM's innovation jams from 2001 to 2009. Our longitudinal account focuses on the evolution of innovation jams, the role and interests of actants throughout the evolution of jams, the knowledge innovation, and goals. Preliminary results suggest technological and methodological changes occurred at different phases of IBM's use of innovation Jams. This includes the need for a more robust platform in managing a large audience, an aggregation mechanisms in building collective knowledge, and commitment from management through a mind shift to open and collaborative work. The paper concludes with suggestions for future research in demarcating open innovation platforms in exploring the advantages and role of each platform type.

Dröge, Henning
Ramis Pujol, Juan
Innovation in services: A comparative study of external learning processes in incremental and radical service innovation
18th Frontiers in Service Conference
University of Hawai'i at Mānoa; Robert H. Smith School of Business University of Maryland
Honolulu, Hawaii, 29/10/2009 - 01/11/2009

Saz-Carranza, Ángel
Ysa Figueras, Tamyko
Esteve Laporta, Marc
Bureaucrats vs. sharks: Managing sector differences in public-private joint ventures
10th Public Management Research Conference 2009
Public Management Research Association (PMRA)
Columbus, Ohio, 01/10/2009 - 05/10/2009

Ysa Figueras, Tamyko
Gine Torrens, Mireia
Esteve Laporta, Marc
Sierra Olivera, Vicenta
Corporate governance differences in the Spanish banking system: Do Spanish cajas need a governance make-over
14th IRSPM Conference 2010. The Crisis: Challenges of Public Management.
International Research Society for Public Management (IRSPM); Centre of Competence for Public Management
Berne (Switzerland), 07/04/2010 – 09/04/2010

Ysa Figueras, Tamyko
Esteve Laporta, Marc
Curtó Pagés, Ferran
Networks never walk alone: hierarchical management of network portfolios (I)
Governance Networks: Democracy, Policy Innovation and Global Regulation
Roskilde University. Department of Society and Globalization. Centre for Democratic Network Governance
Roskilde (Denmark), 02/11/2009 - 04/11/2009

Ysa Figueras, Tamyko
Esteve Laporta, Marc
Curtó Pagés, Ferran
Networks never walk alone: hierarchical management of network portfolios (II)
International Public Management Network Conference 2010
International Public Management Network (IPMN)
Rotterdam, 28/06/2010 - 30/06/2010

Esteve Laporta, Marc
Ysa Figueras, Tamyko
Standing on the shoulders of giants: public-private sector differences
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 – 10/08/2010

Fox, Paul
Wareham, Jonathan D.
Governance mechanisms in Internet-based affiliate marketing programs in Spain
International Journal of e-Business Research
Idea Group Publication
Vol. 6, no. 1, 01/2010, p. 1-18

Francioli, Francesca
A review of implementation process literature on activity based costing and strategic performance measurement systems
XV Workshop en Contabilidad y Control de Gestión, Memorial Raymond Konopka (2010)
Universidad Pablo de Olavide; Universidade de Évora; Universidad Autónoma de Madrid (UAM)
Évora (Portugal), 28/01/2010 - 29/01/2010

Hildebrand, Dagmar
The role of leadership on team learning (PhD workshop)
25th EGOS Colloquium
European Group for Organizational Studies, ESADE
Barcelona, 02/07/2009 - 04/07/2009

Hildebrand, Dagmar
Dröge, Henning
Shared leadership and its role in team learning
Hildebrand, D.; Dröge, H.; Marsick, V. J.
International Conference on Organizational Learning (OKLC) 2010
Northeastern University. College of Business Administration
Boston, 03/06/2010 - 06/06/2010
Teams have been identified as the vehicle for learning in organisations. However, little is known about the factors that enable teams to learn. From an applied perspective, leadership constitutes a very relevant ingredient. This study is a first step in building this theory by focusing on the role of shared leadership in team learning. We present data from an exploratory observatory study on collective leadership and learning processes in two student business consulting teams. This qualitative data is used to investigate shared leadership emergence, its role in team learning, and is conceptualised as interplays of reflection and action. We find that the more team members engage in the leadership process, the more the team learns. In particular, we

find that shared leadership activities related to tasks, relations, and change, complement one another and enhance reflection and action in different ways.

Hughes, Benjamin
Wareham, Jonathan D.
Doctors' online information needs, cognitive search strategies and judgments of information quality and cognitive authority: How predictive judgments introduce bias into cognitive search models
Hughes, B.; Wareham, J. D.; Joshi, I.
Journal of The American Society for Information Science and Technology
(2009 IF=2.300)
Wiley Interscience
Vol. 61, no. 3, 2010, p. 433-452

Hughes, Benjamin
Wareham, Jonathan D.
Junior physician's use of Web 2.0 for information seeking and medical education: A qualitative study
Hughes, B.; Joshi, I.; Wareham, J. D.
International Journal of Medical Informatics
(2009 IF=3.126)
Elsevier
Vol. 78, no. 10, 10/2009, p. 645-655

Hughes, Benjamin
Wareham, Jonathan D.
Knowledge arbitrage in Global Pharma: a synthetic view of absorptive capacity and open innovation
R & D Management
(2009 IF=0.928)
Blackwell Publishing
Vol. 40, no. 3, 06/2010, p. 324-343

López Vega, Henry Nelson
Facilitating technological systems of innovation: The role of intermediary organizations
DRUID-DIME Academy Winter Conference 2010
DRUID; Dynamics of Institutions and Markets in Europe (DIME)
Aalborg (Denmark), 22/01/2010 – 24/01/2010
This research is meant to contribute towards explaining the formation process of Technological Innovation Systems from the perspective of an established European form of organisational intermediation, called Living Labs. Previous studies have looked at intermediation from the social network perspective (Burt, 1992), principal agent theory (Braun, 1993) and theory on market brokerage (Khurana, 2002). This study of intermediary organisations, 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 the formation of new technological systems, as well as their role incorporating users into the creation and development of new groups of technologies.

López Vega, Henry Nelson
Ramis Pujol, Juan
Connecting the Mediterranean System of Innovation: A functional perspective
7th International Conference Globelics 2009
Global Network for Economics of Learning, Innovation, and Competence Building Systems (Globelics)
Dakar (Senegal), 06/10/2009 - 09/10/2009

López Vega, Henry Nelson
Vanhaverbeke, Wim
Wareham, Jonathan D.
Connecting open and closed innovation markets: A typology intermediaries
Barcelona: ESADE, 01/2010.
29 p.

López Vega, Henry Nelson
Vanhaverbeke, Wim
A typology of innovation intermediaries: connecting internal and external knowledge
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

Forte Arcos, Santiago
Lovreta, Lidija
Pseudo maximum likelihood estimation of structural credit risk models with exogenous default barrier
New York: Social Science Research Network , 12/2009
SSRN Working paper series; no. 1524871
36 p.

Malagueño de Santana, Ricardo
Accounting and corruption: A cross-country analysis
Malagueño de Santana, R.; Albrecht, C. O.; Ainge, C.; Stephens, N.
Mesa State College
Grand Junction, Colo., 07/10/2009 - 09/10/2009
The purpose of this paper is to better understand the relationship between accounting and auditing quality and the perceived level of corruption. This relationship is studied by performing a cross-country analysis using public data to measure accounting quality, audit quality and corruption. Consistent with our predictions, we find evidence that accounting and auditing quality are significantly related to the level of perceived corruption in a country.

Moodie, Scott William
Dolan, Simon
Can becoming a manager be dangerous to your health? Is suicide the new occupational hazard?
Effective executive
Hyderabad (India): ICFAI University Press
Vol. 13, no. 1, 01/2010, p. 66-69

Murphy, Brian Matthew

Collaboration in subsistence marketplaces: generating absorptive capacity for social innovation

Perrot, F.; Murphy, B. M.
The Third Subsistence Marketplaces Conference
University of Illinois at Urbana-Champaign
Chicago, Illinois, 09/07/2010 - 11/07/2010

Based upon empirical evidence revealed in the case of Grameen-Danone Foods, a social business developed by Groupe Danone and the Grameen Group, this research uses a case study approach to explain the capacities and processes employed to generate economic and social value via a collaborative and inclusive business model. By relating empirical evidence and literature on social innovation and inclusive business models to literature on dynamic capabilities and absorptive capacity, we propose a model of a particular dynamic capability relevant to the context of social innovation; what we term relational capacity for social innovation. Also, by identifying conditions under which organisations may absorb new knowledge from cross-sector collaborations with non-traditional partners, we provide some insights into the questions "What drives performance differences in socially oriented business models?" and "How are a firm's innovative capacities influenced by cross-sector collaborations with non-traditional partners?"

Ogola, Frederick Onyango
Montalvo García, Adolf (supervisor)
Mària Serrano, Josep Francesc (supervisor)

Corporate social innovation in East African Breweries Ltd (EABL): The launch of Senator (A)

Ogola, F. G. O.; Mungai, E.; Montalvo García, A. & Mària Serrano, J. F. (supervisors)
Barcelona: ESADE; Nairobi (Kenya):
Strathmore Business School, 08/2010
14 p.

Bieto Caubet, Eugènia
Gimeno Sandig, Alberto
Parada Balderrama, María José

Dealing with increasing family complexity to achieve transgenerational potential in family firms

In *Transgenerational entrepreneurship: Exploring growth and performance in the family firms across generations*
Edited by: Mattias Nordqvist & Thomas Zellweger
Cheltenham: Edward Elgar, 03/2010
p. 167-194

Parada Balderrama, María José
Gimeno Sandig, Alberto

Familiness: An asset or a liability?

Parada, M. J.; Gimeno, A.
2010 Family Enterprise Research Conference (FERC)
Concordia University. John Molson School of Business
Cancún (México), 16/04/2010 - 18/04/2010

Parada Balderrama, María José

Sustaining competitive advantage in a world of giants: The case of family firms in the pharmaceutical industry

2010 Family Enterprise Research Conference (FERC)
Concordia University. John Molson School of Business
Cancún (México), 16/04/2010 – 18/04/2010

While many mergers and acquisitions have affected the map of industries in general, family firms in the pharmaceutical industry have been able to cope with giants and crises. This paper intends to comprehend how family firms are able to survive and maintain their competitive advantage over time in a highly dynamic and competitive environment where multinationals have coped with high market shares and developed economies of scale and scope. Our exploratory qualitative studies two companies, one in France and the other in Spain. Both companies are in the same sector, both have experienced transgenerational succession and both are similar in size. The two companies, though, adopted a different growth strategy. Our findings suggest that family businesses have been able to sustain their competitive advantage and survive over time, positioning themselves even more strongly in crises because of their Entrepreneurial Orientation (EO) (Lumpkin and Dess, 1996, 2001) and their Familiness (Habbershon & Williams, 1999).

Parada Balderrama, María José
Viladas Ollé, Helena

Narratives: A powerful device for values transmission in family businesses

Journal of Organizational Change Management
(2009 IF=0.600)
Emerald
Vol. 23, no 2, 04/2010, p. 166-172

This paper seeks to shed light on how core values are successfully transmitted in family businesses via narratives.
A qualitative-interpretive approach is used. Data were collected through in-depth interviews made to 17 family members from three family businesses of different ages, sizes, industries, and generations in control. The richness of these interviews, besides its depth and length, emerges from the complete picture formed by the comparison of the stories told by different generations.
Results suggest that narratives are a powerful device for transmitting values through generations. By telling stories, family businesses are able to build identity and shared meanings which led to successful performance in terms of revenues, reputation, shared identity, and continuity of the family business history.
This paper is exploratory. Further studies focusing on failure in transmitting values could enhance and expand emerging results. Deepening on values transmission may be a key research opportunity for general conceptualization.
The paper raises interesting issues for the family business literature within the context of values, an important yet understudied topic in the field. It also contributes to narrative theory by highlighting the usefulness of narratives as a vehicle for values transmission.

Prat Pubill, Queralt
Lozano Soler, Josep Maria
Business leadership as intrinsic responsible leadership
1st International Conference in Responsible Leadership
University of Pretoria; University of Pretoria. Centre for Responsible Leadership
Pretoria, 18/05/2010 – 20/05/2010

Prat Pubill, Queralt
Lozano Soler, Josep Maria
Holistic and humanistic view of business. Why is it necessary?
16th International Symposium on Ethics, Business and Society
IESE
Barcelona, 13/05/2010 - 15/05/2010

Sanabria Montañez, José Antonio
Sánchez Hernández, German
Agell Jané, Núria
Sayeras Maspera, Josep M.
An application of SVMs to predict financial exchange rate by using sentiment indicators
V Simposio de Teoría y Aplicaciones de Minería de Datos
Valencia, 07/08/2010 - 10/08/2010

Scarlata, Maria Rosa Giovanna
Alemany Gil, Luisa
Deal stucturing in philantropic venture capital investments
New York: Social Science Research Network, 06/2010
SSRN Working paper series; no. 1635307

Bakici, Tuba
Vanhaverbeke, Wim (supervisor)
Quilts of Denmark: Managing open innovation in a low-tech industry SME
Barcelona: ESADE; Bedfordshire: European Case Clearing House, 08/2010
16 p.

Awards and other acollades

Bao, Yuanjie

“Li Ning Dissertation proposal grant competition” second prize winner

2010 – International Association for Chinese Management Research (IACMR)
Shangai, 06/2010

Dissertation proposal: Value Congruence in Chinese Firms: Concept, condition, and connection.
Award: 5.000 RMB and an invitation to the dissertation proposal workshop at the 2010 IACMR Conference in Shanghai.

Brinckmann, Jan

Paper selected for the Best Paper Proceedings of the 2009 Annual Meeting of the Academy of Management, Chicago

Grichnik, D.; Brinckmann, J.; Kapsa, D.
Academy of Management
Chicago, Illinois, 08/2009

In “First-time strategy formation of nascent entrepreneurs” we examine, in a longitudinal study, factors that impact three strategic orientations of nascent entrepreneurs: prediction orientation, flexibility orientation and risk-return orientation. Subsequently, we analyze whether based on the three strategic orientations we can identify groups of founders that display similar strategic mindsets (i.e. combinations of strategic orientations). Based on longitudinal data, we discover that the strategic orientations of the nascent entrepreneurs are affected by their prior work experience, founding expertise and market dynamism. We further find that the strategic orientations facilitate the grouping of nascent entrepreneurs into three clusters with fairly time-stable strategic mindsets: the ambitious predictors, the flexible profit-seekers and the flexible risk-avoiders. The article presents theoretical and practical implications and offers insights regarding the measurements of key constructs.

Dröge, Henning
Hildebrand, Dagmar

Best paper award – Track: Innovation continuing the journey, at EURAM Conference 09 held in Liverpool

European Academy of Management (EURAM)
Liverpool, 10/2009

The best paper per track (Innovation, Continuing the Journey) at the EURAM09 Conference held in May 2009 in Liverpool. The best papers were nominated by the Liverpool track chairs.
This paper investigates patterns of external learning in chairs. ambidextrous innovators, i.e. firms with the ability to pursue exploratory and exploitative innovation simultaneously.

Dröge, Henning
Hildebrand, Dagmar
Heras Forcada, Miguel Ángel

Emerald Literati Network. Awards for Excellence. Highly Commended Award

Emerald
06/2010

Emerald recognises and rewards the efforts of authors and editors and celebrate the outstanding contributions many have made, not only to our journals and books, but to the body of knowledge itself. The paper recognised is “Innovation in services: present findings, and future pathways”, published in Journal of Service Management, vol. 20, number 2.
The purpose of this paper is, firstly, to review existing schools of thought and to identify present research fields in new service development (NSD) and service innovation research, and, secondly, to discuss future research opportunities.

Giménez Thomsen, Cristina

Best paper award - IPSERA 19th Annual Conference

Large, R. & Giménez Thomsen, C.
International Purchasing and Supply Education and Research Association (IPSERA)
Lappeeranta (Finland), 05/2010

Best Paper Award por el estudio: “Drivers of green supply management: Evidence from Germany” que trata de la efectividad de diferentes enfoques en la extensión de prácticas sostenibles a los proveedores.

Maak, Thomas
Pless, Nicola Manuela

2010 Carolyn Dexter Best International Paper (nomination)

Maak, T.; Pless, N. M.; Stahl, G. K.
Academy of Management
Montreal, 08/2010

The Carolyn Dexter Award is an all academy award to the paper that best meets the objective of internationalising the academy – thereby serving the mission of the academy and the aim of the international theme committee, which sponsored this award. The nominated paper is: Developing responsible global leaders through integrated service learning – Program Ulysses at Pricewaterhouse-Coopers.

Montaña Matosas, Jordi

Marketing Trends Award 2010

9th International Congress Marketing Trends
ESCP-EAP European School of Management; Università Ca’Foscari
Venice, 21/01/2010 - 23/01/2010

The Marketing Trends Award is an international award to honour researchers for their overall achievements in the field of Marketing Trends. Each award consists of a medal and diploma.
Jordi Montaña received the ’Marketing Trends Award 2010’ for “his contributions to research in design, innovation and marketing”.

Obeso Abalde, Carlos

Premios Nacionales Alares® 2010 a la Conciliación de la Vida Laboral, Familiar y Personal

Fundación Alares
Madrid, 06/2010

La Fundación Alares® premia la labor que hacen diferentes instituciones, empresas, agentes sociales, directivos y medios de comunicación a favor de la Conciliación de la Vida Familiar y Laboral y también a favor del desarrollo de servicios para la autonomía personal y atención a la dependencia. El premio concedido es en la modalidad de Profesores e Investigadores.

Saz-Carranza, Ángel
Serra Martín, Albert

2009-10 Collaborative Public Management, Collaborative Governance, and Collaborative Problem Solving Case competition: Honorable mention winner

E-PARCC. Maxwell School of Syracuse University
Syracuse, NY, 04/2010

This case, “Managing a public-private joint venture: The PTB case”, was an honorable mention winner in the 2009-10 -Collaborative Public Management, Collaborative Governance, and Collaborative Problem Solving- teaching case and simulation competition.

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