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Laura Castellucci
Director of Research Office
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Aguilera Vaqués, Ruth
Incremental value creation and appropriation in a world with multiple stakeholders
Garcia-Castro, R.; Aguilera Vaqués, R.
Strategic Management Journal
(2014 IF=3.341; Q1 Business; Q1 Management; FT45; BW20; ESADE 4)
Wiley
Vol. 36, no. 1, 01/2015, p. 137-147

There is a renewed interest among strategy scholars in the relationship between stakeholder theory and the dynamics of value creation-appropriation in firms. Further advancements in this field are arguably impeded by an incomplete conceptualization and measurement of value and by scant characterization of the different patterns of stakeholder value appropriation. We develop a conceptual framework based on an analytical taxonomy of value creation and appropriation consistent with a more complete notion of value and wherein the trade-offs in stakeholder value appropriation can be included. In essence, our analytical taxonomy contributes to enlarge the spectrum of value creation-appropriation scenarios to be considered by researchers working on the stakeholder view of strategy.

Aguilera, Ruth
New Varieties of State Capitalism: Strategic and Governance Implications
Musacchio, A.; Lazzarini, SG.; Aguilera, RV.
Academy of Management Perspectives
(2014 IF=3.354; Q1 Business; Q1 Management; FT45; ESADE 3)
Academy of Management
Vol. 29, no. 1, 02/2015, p. 115-131

We analyze the new varieties of state capitalism in the 21st century and explore their implications in terms of both strategic and governance outcomes. We begin by discussing how the current theoretical perspectives conceptualize state-owned enterprises’ strategic behavior. Then we introduce a stylized distinction between four broad, new varieties of state capitalism-wholly owned state-owned enterprises, the state as a majority investor, the state as a minority investor, and the state as a strategic supporter of specific sectors—and survey each type within the different theoretical perspectives. Last, we examine firm performance for each type of state capitalism relative to private firms and contingent on country-level institutional contingencies. This article contributes to existing debates on comparative capitalisms and the current role of the state.
Bertini, Marco  
**Money, time, and the stability of consumer preferences**  
Lee, L.; Lee, M.; Bertini, M.; Zauberan, G.; Ariely, D.  
*Journal of Marketing Research*  
*(2014 IF=2.256; Q1 Business; FT45; BW20; ESADE 4)*  
American Marketing Association (AMA)  
Vol. 52, no. 2, 04/2015, p. 184-199

Consumers often make product choices that involve the consideration of money and time. Building on dual-process models, we propose that these two basic resources activate qualitatively different modes of processing: while money is processed analytically, time is processed more affectively. Importantly, this distinction then influences the stability of consumer preferences. An initial set of three experiments demonstrate that, compared to a control condition free of the consideration of either resource, money consideration generates significantly more violations of transitivity in product choice, while time consideration has no such impact. The next three experiments use multiple approaches to demonstrate the role of different processing modes associated with money versus time consideration in this result. Finally, two additional experiments test ways in which the cognitive noise associated with the analytical processing that money consideration triggers could be reduced, resulting in more consistent preferences.

Boyatzis, Richard  
Batista Foguet, Juan Manuel  
Fernández Marín, Xavier  
Truninger De Albuquerque, Margarida  
**EI competencies as a related but different characteristic than intelligence**  
*Frontiers in Psychology*  
*(2014 IF=2.560; Q1 Psychology, Multidisciplinary)*  
Frontiers  
Vol. 72, no. 6, 02/2015, p. 1-14

Amid the swarm of debate about emotional intelligence (EI) among academics are claims that cognitive intelligence, or general mental ability (g), is a stronger predictor of life and work outcomes as well as the counter claims that EI is the stronger predictor of life and work outcomes. Nested within the tempest in a teapot are scientific questions as to what the relationship is between g and EI. Using a behavioral approach to EI, we examined the relationship of a parametric measure of g as the person’s GMAT scores and collected observations from others who live and work with the person as to the frequency of his or her EI behavior, as well as the person’s self-assessment. The results show that EI, as seen by others, is slightly related to g, especially for males with assessment from professional relations. Further, we found that cognitive competencies are more strongly related to GMAT than EI competencies. For observations from personal relationships or self-assessment, there is no relationship between EI and GMAT. Observations from professional relations reveal a positive relationship between cognitive competencies and GMAT and EI and GMAT for males, but a negative relationship between EI and GMAT for females.
This paper reviews and integrates research from both within and outside the entrepreneurship field under the label of situated cognition'. Situated cognition is the notion that cognitive activity inherently involves perception and action in the context of a human body situated in a real-world environment. The review concentrates on three areas of the situated cognition literature that have significant implications for research in entrepreneurial cognition: embedded, grounded and distributed cognition. While these three aspects of cognition differ in terms of foci and core theses, they share the common emphasis of viewing and investigating cognitive processes by going beyond the individual mind and paying attention to the human body, (material) objects and other people. Using the theoretical lens of situated cognition provides new insights into current entrepreneurship phenomena such as co-creation and interaction in a shared economy based on new technologies.

In this paper, we present the notion of discovery paths stemming from our study of the M&A between Grupo Santander (GS) and Abbey (2004-2009), in which the resulting synergies after the merger were 35% better than expected. In fact, GS achieved a unique level of efficiency in 2012 in the banking industry, which we consider a sign of radical novelty. During the M&A, the GS management decided to apply its customer-centric model through the transfer of the information and communication technology (ICT) platform Partenon. This unusual decision led to the endogenisation of critical ICT functions to scale up this model to Abbey. In the paper, we argue that while some steps that lead to synergies can be planned in advance, other essential variations are only learned and discovered during the M&A process itself, thus leading to emergent synergies. In the model presented, a discovery path explains the firm’s evolution by sets of variations in the strategic interaction between the organisation and technology. These variations led to new design principles resulting from problem solving and modularity, which in turn led to (1) economies of scale and scope, (2) hybrid structures combining ICT and organisational knowledge domains that generate efficiency through fast integrations, and (3) organisational morphogenesis - that is, the creation of new organs such as ICT factories - which generates efficiency by avoiding diseconomies of scale by encapsulating the inherent complexity of technology and provides increasing returns.
Casabayó Bonás, Mónica
Agell Jané, Núria
Sánchez Hernández, German

Improved market segmentation by fuzzifying crisp clusters: A case study of the energy market in Spain

*Expert Systems with Applications*

*(2014 IF=2.240; Q1 Computer Science, Artificial Intelligence; Q2 Engineering, Electrical & Electronic, Q1 Operations Research & Management Science)*

Elsevier

Vol. 42, no. 3, 02/2015, p. 1637-1643

This paper provides an innovative segmentation approach stemming from the combination of cluster analyses and fuzzy learning techniques. Our research provides a real case solution in the Spanish energy market to respond to the increasing number of requests from industry managers to be able to interpret ambiguous market information as realistically as possible. The learning stage is based on the segments created from a non-hierarchical cluster analysis. This results in fuzzy segmentation which permits patterns to be assigned to more than one segment. This in turn reveals that ‘fuzzifying’ an excluding attitudinal segmentation offers more interpretable and acceptable results for managers. Our results demonstrate that 30% of the individuals show plural patterns of behaviour because they have a significant degree of adequacy to more than one segment. In such a rational market, this fact enables sales forces to develop more precise approaches to capture new customers and/or retain existing ones.

Cuneo Zuñiga, Andrés Ricardo

The growth of private label brands: A worldwide phenomenon?

*Cuneo Zuñiga, A.; Milberg, S. J.; Benavente, J. M.; Palacios-Fenech, J.*

*Journal of International Marketing*

*(2014 IF=3.100; Q1 Business; ESADE 3)*

American Marketing Association (AMA)

Vol. 23, no. 1, 03/2015, p. 72-90

In many countries, the growth of private label brands (PLBs) is negatively affecting manufacturer brands’ shares, though PLBs have yet to take hold in other markets. Numerous studies have identified factors leading to the success of PLBs in product categories, and yet little empirical research has investigated the factors underlying the variability of PLB shares across countries. This research examines country-level market structure factors retail distribution structure, retailer typology, and logistic structure to understand the differential success of PLBs across countries. The results indicate that these factors help explain the dispersion pattern of PLB penetration across 46 countries and that the distribution structure has the largest effect on PLB share, followed by the logistic structure and retailer typology in particular global discounter. The findings can enable manufacturer brand managers to better foresee whether specific countries represent fertile ground for internationalizing their brands or, contrarily, constitute bastions for brand manufacturers to protect their brands’ shares. The results also provide insights about the time frame over which PLB share development may pose a threat in different markets.
Schiopu, Ioana
Optimal higher education enrollment and productivity externalities in a two-sector model
Meier, V.; Schiopu, I.
Journal of Public Economics
(2014 IF=1.581; Q1 Economics; ESADE 3)
Elsevier
Vol. 121, no. 1, 01/2015, p. 1-13

We analyze the optimal share of the skilled workforce over the course of development with two sectors using skilled and unskilled labor respectively, and technological spillovers from higher education enrollment. Productivity in each sector depends on the average quality of workers and the size of the workforce. When skill-biased technological change prevails, this structure of externalities coupled with the endogenous ability sorting of workers may well produce a pattern of overenrollment in early and late stages of development and underenrollment in between. Our normative analysis is followed by a positive analysis exploring how policy would differ under alternative political objectives.

Wienegarten, Frank
Internal lean practices and performance: The role of technological turbulence
Chavez, R.; Yu, WT.; Jacobs, M.; Fynes, B.; Wiengarten, F.; Lecuna, A.
International Journal of Production Economics
(2014 IF=2.752; Q1 Engineering, Industrial; Q1 Engineering, Manufacturing; Q1 Operations Research & Management Science; ESADE 3)
Elsevier
Vol. 160, 02/2015, p. 157-171

Drawing upon resource dependence theory, this study investigates the linkages from supplier partnership and customer relationship to internal lean practices. Furthermore, this study investigates the linkages from internal lean practices (ILP) to operational performance and organizational performance, and assesses the contingency perspective of these relationships with respect to technological turbulence. The study is based on a questionnaire sent to 228 manufacturing companies in the Republic of Ireland, and the relationships proposed analyzed with structural equation modeling and OLS regression. The results reveal the importance of supply chain relationships, in particular through supplier partnership and customer relationship, in that they are positively associated with ILP. Further, the study finds that ILP are positively associated with both operational and organizational performance. This study also adds to the understanding of the circumstances under which ILP impact performance in that technological turbulence was found to negatively moderate the linkages between ILP and operational performance and ILP and organizational performance. While lean practices can stimulate improved operational and organizational performance, this relationship is not monotonic and is timely to consider the rate of technological change at the time of implementing lean manufacturing. (C) 2014 Elsevier B.V. All rights reserved.
Wiengarten, Frank
Exploring the impact of stakeholder pressure on environmental management strategies at the plant level: What does industry have to do with it?
Betts, T.; Wiengarten, F.; Tadisina, S.K.
Journal of Cleaner Production
(2014 IF=3.844; Q1 Engineering, Environmental; Q1 Environmental Sciences)
Elsevier
Vol. 92, no. 1, 04/2015, p. 282-294

Stakeholder theory and empirical evidence confirm the positive relationship between stakeholder pressure and the implementation of environmental practices and strategies. However, the specific mechanisms and impact of selected stakeholder groups on environmental management strategies are relatively underexplored. In this paper, this shortcoming is addressed by exploring the impact of selected stakeholder groups on environmental management strategies taking the contingency factor industry into consideration (i.e., dynamic vs. static industries). Basing the arguments primarily on stakeholder theory, it is suggested that stakeholder pressures are perceived differently in plants in dynamic versus static industries. Similarly, it is suggested that the influence of stakeholder pressures on the implementation of environmental strategies is influenced by industry type. To test the proposed research model, primary survey data from 502 plants collected in the United States across multiple industries is used. Thus, this paper contributes to the sustainability operations management literature through exploring the relationship between stakeholder pressure, environmental strategy implementation and contextual factors (i.e., industry type) through hypotheses testing. Results indicate that industry type does indeed affect stakeholder pressure, and the relationship between stakeholder pressure and environmental strategy implementation. Plants situated in dynamic industries experience a significantly higher level of stakeholder pressures as opposed to plants situated in static industries across an array of environmental strategies.

Wiengarten, Frank
Longoni, Annachiara
A nuanced view on supply chain integration: A coordinative and collaborative approach to operational and sustainable performance improvement
Supply Chain Management: An International Journal
(2014 IF=3.500; Q1 Business; Q1 Management; ESADE 3)
Emerald
Vol. 20, no. 2, 03/2015, p. 139-150

This paper reports the results of an empirical study examining the operational, environmental and social sustainability performance impact of supply chain integration (SCI) width and depth in the form of coordinative and collaborative SCI. A questionnaire was sent to operations managers located in India. The data collection effort was part of the International Manufacturing Strategy Survey (IMSS VI). Following the approaches by Frohlich and Westbrook (2001) and Schoenherr and Swink (2012) cluster analysis and ANCOVA methods were conducted. This study supports previous studies proposing that wider SCI including customers and suppliers positively impact on performance. We also shed light on previous contradictory results illustrating that different level of SCI depth (i.e., coordinative and collaborative practices) lead to different operational and sustainability performance outcomes. Thus, challenging the view of the general SCI-performance improvement hypothesis. Although research on SCI has advanced over the past years, there is still controversy about the SCI-performance relationship. Through considering SCI depth in term of coordinative and collaborative practices we provide a more nuanced view on its potential performance benefits. Therefore, this paper will be beneficial for supply chain managers considering SCI and future supply chain management research.
Bertini, Marco
Can one business unit have two revenue models?
Bertini, M.; Tavassoli, N.
Harvard Business Review
(2014 IF=1.574; Q2 Business; Q2 Management; FT45; BW20; ESADE 3)
Harvard Business Publishing
Vol. 93, no. 3, 03/2015, p. 121-125

Peter Noll, a pharmaceutical company division chief, ponders the varying business models of two units that have just merged. Both have for years employed flexible, inventive strategies to good effect, but Noll is inclined to impose a single model on the combined entity. The two unit heads, however, make compelling arguments for being left to do their business as usual. What choice should Noll make? Expert commentary comes from Bodo Eickhoff, of Roche Diagnostics Deutschland, and Eric Achtmann, a tech investor and corporate adviser to Costa Coffee.

Bisbe, Josep
Malagueño, Ricardo
How control systems influence product innovation processes: examining the role of entrepreneurial orientation
Accounting and Business Research
(2014 IF=0.957; Q2 Business, Finance; ESADE 2)
Taylor & Francis
Vol. 45, no. 3, 04/2015, p. 356-386

This paper yields insights into the channels through which management accounting and control systems (MACS) exert an influence on product innovation by examining the extent to which different forms of control (i.e. value systems (VS), diagnostic control systems and interactive control systems (ICS)) are directly associated with the distinct phases of innovation processes. Using survey data collected from 118 medium and large Spanish companies, we find that (1) VS and ICS have significant main effects on the creativity, co-ordination and knowledge integration, and filtering (sub-)phases of innovation processes and (2) the significance and direction of these influences vary depending on the entrepreneurial orientation (EO) of firms. By highlighting the relevance of EO in shaping the influence of MACS on product innovation processes, this study calls for caution in generalising the expected effects of MACS on innovation.
Longoni, Annachiara

Environmental and social sustainability priorities: Their integration in operations strategies
Longoni, A.; Cagliano, R.

*International Journal of Operations & Production Management*  
*(2014 IF=1.736; Q2 Management; ESADE 3)*  
Emerald  
Vol. 35, no. 2, 03/2015, p. 216-245

Environmental and social sustainability are becoming key competitive priorities for companies, but the way in which they are integrated in operations strategies remains an open issue. The purpose of this paper is to determine whether established operations strategy configuration models (i.e. price-oriented, market-oriented and capability-oriented models) are modified to include environmental and social priorities and whether different operations strategy configuration models are equally successful in the short and long term. Analyses were performed using data from the International Manufacturing Strategy Survey (2009), including companies in the assembly industry in 21 different countries. According to previous studies, cluster analysis of competitive priorities and ANOVA analysis of the business strategy and short-and long-term performance were performed. The results show that traditional operations strategy configuration models are slightly modified. Market-oriented and capability-oriented operations strategies are complemented by environmental and social sustainability priorities. These operations strategies are adopted by companies with a differentiation and innovation business strategy. Moreover, capability-oriented companies, which are the most committed to environmental and social sustainability, perform better in both the short and long term. This research shows to companies that traditional operations strategies focusing on specific competitive priorities (e.g. low price) are being replaced by more holistic strategies that include sustainability priorities. However, environmental and social priorities contribute to competitive advantage when complementing capability-oriented operations strategies. This paper extends operations strategy configuration models highlighting how environmental and social sustainability priorities can be deployed together with traditional competitive operations priorities.

Romero Velasco, Margarita

Can serious games contribute to developing and sustaining 21st Century skills?  
Romero Velasco, M.; Usart Rodríguez, M.; Ott Gatto, M.  
*Games and Culture*  
*(2014 IF=0.390; Q2 Cultural Studies; Q4 Communication)*  
Sage  
Vol. 10, no. 2, 03/2015, p. 148-177

Serious games (SG) are innovative tools that are widely recognized as having considerable potential to foster and support active learning. This article addresses the question of whether and how SG can contribute to the development of the so-called ‘21st century skills’ in education. This article starts by characterizing the current need for 21st Century skills and the identification of these core skills. Thereafter, it reports on a literature review of studies analyzing SG impact on the development of one or more 21st century skills; and finally, it analyzes which, among the most relevant game characteristics, are those that could facilitate 21st century skills development. This study offers a multifold perspective on the use of SG to support 21st century skills development that may be helpful for both teachers and SG designers.
Wiengarten, Frank
Giménez Thomsen, Cristina
Exploring the importance of cultural collectivism on the efficacy of lean practices: Taking an organisational and national perspective
Wiengarten, F.; Giménez Thomsen, C.; Fynes, B.; Ferdows, K.
International Journal of Operations & Production Management (2014 IF=1.736; Q2 Management; ESADE 3)
Emerald
Vol. 35, no. 3, 02/2015, p. 370-391

The purpose of this paper is to assess the influence of cultural collectivism on the efficacy of lean practices. Furthermore, this study assesses whether or not potential cultural disadvantages related to the level of individualism at the national level can be compensated for at the organisational culture level. Hofstede's cultural dimension of individualism is used to test whether practicing a collectivistic culture at the organisational level can fully compensate for the potential disadvantages of being geographically situated in an individualistic culture when practicing lean manufacturing. Results suggest that cultural collectivism at the national and organisational level have a significant impact on the efficacy of lean practices. Furthermore, the negative impact of being situated in an individualistic country cannot be fully compensated for through practicing a collectivistic organisational culture when practicing lean. Originality/value: This study represents a comprehensive attempt to simultaneously assess the collectivism cultural components of lean practices at the national as well as at the organisational level.
Trullén Fernández, Jordi
The acceptance of newly introduced HR practices: Some evidence from Spain on the role of management behavior and organizational climate
Stirpe, L.; Bonache, J.; Trullén Fernández, J.
*International Journal of Manpower*
*(2014 IF=0.471; Q3 Industrial Relations & Labor; Q4 Management)*
Emerald
No. 36, 01/2015, p. 334-353

HR practices are only effective if they are well accepted by employees. The purpose of this paper is to explore the effect of two forms of support on the acceptance of newly introduced HR practices (NHRPs): that of top managers and of supervisors. In addition, the authors analyze how these two forms of support work in conjunction with one another. The authors argue that a lack of consistency between the two impairs NHRP acceptance. The authors also explore variations in acceptance under different organizational climates. The analysis is based on an original sample of 307 employees from nine multinational companies operating in Spain. Multilevel regression analysis is used to test the hypotheses. The authors found that top management support, supervisor support, and innovation climate are all predictors of NHRP acceptance. The authors also found that low supervisor support reduces the effect of top management support. Finally, the authors found that innovation climate is not a substitute for management and supervisor support. The findings suggest that top management and supervisor behavior is critical to gaining employee acceptance of NHRPs, no matter how well designed such practices are or how well they address the needs of the organization and its employees. The findings also indicate that top managers and supervisors should coordinate the introduction of NHRPs, since employees perceive support signals from these two agents not only individually but also in conjunction. Recognizing that employee acceptance is an important determinant of the effectiveness of HR practices, the authors make a unique contribution to the literature by investigating some critical contextual enablers of acceptance.

Rodon, Joan
Information systems and performance: the role of technology, the task and the individual
Bravo, E.R.; Santana, M.; Rodon, J.
*Behaviour & Information Technology*
*(2014 IF=0.891; Q3 Computer Science, Cybernetics; Q3 Ergonomics; ESADE 1)*
Taylor & Francis
Vol. 34, no. 3, 03/2015, p. 247-260

Organisations require good performance from individuals to achieve their objectives. In view of the growing presence of technology, it becomes necessary to understand performance in the context of information systems. However, the research streams that study performance (e.g. industrial psychology or the impact of technology on performance) focus primarily on a single component (the individual or the technology). The systemic perspective, for its part, considers all three components (technology, the individual and the task) and their relationships in order to explain performance. From this perspective, this article develops a research model where individual (knowledge of the task and the technology), task (ease) and technology (usefulness and ease) factors determine performance. Links are also established between these factors. Data were collected from 246 individuals and the results show that the proposed links are significant. This research highlights that management should take into account all three components to boost performance. The study emphasises in which factors of these components special care should be taken. The lack of improvement in performance after the introduction of an information system may not be solved merely by tackling the features of the technology but also by simplifying the tasks or reviewing the users' knowledge gaps.
Valencia-Silva, Maika M.
Detection Model of Legally Registered Mafia Firms in Italy
Ravenda, D.; Argiles-Bosch, JM.; Valencia-Silva, MM.
European Management Review
(2014 IF=0.963; Q3 Management; ESADE 2)
Wiley Periodicals
Vol. 12, no. 1, 04/2015, p. 23-39

This paper develops a model that can contribute to the detection of legally registered firms defined as Mafia firms (LMFs) due to having been confiscated by judicial authorities, in relation to alleged connections of their owners with Italian organized crime. The model correctly classifies 76.41% of firms within a matched sample of 852 firm-years including LMFs and lawful firms. Furthermore, we present an analysis of financial statement characteristics of singular private firms which are socially irresponsible by nature and whose incentives, modus operandi and legal financial statement formats differ from those of listed companies. In particular, we show that specific accruals and earnings management proxies may provide more insight into accounting manipulation patterns of LMFs. More importantly, our paper can help practitioners and regulators identify accounting signals that can be used in risk assessment models or in the detection of criminal infiltrations and related illicit practices.
van der Voet, Joris
Held back and pushed forward: leading change in a complex public sector environment
van der Voet, J.; Kuipers, B.; Groeneveld, S.
Journal of Organizational Change Management
(2014 IF=0.462; Q4 Management; ESADE 2)
Emerald
Vol. 28, no. 2, 2015, p. 290-300

Public organizations often need to implement organizational change. Several authors have argued that the specific characteristics of public organizations make the implementation of organizational change in public organizations distinct or even more difficult. However, this issue has received little empirical investigation in both public management and change management research. Public organizations typically operate in an environment characterized by checks and balances, shared power, divergent interests and the political primate. The purpose of this paper is to advance knowledge about how the implementation of change and its leadership is affected by the complex environment in which public organizations operate. A case study approach is adopted. A merger of three government departments in a Dutch city is selected as a case. This merger took place in an environment that became increasingly complex as the implementation process advanced. The main method of data collection was interviewing the managers that were involved in the organizational change. In all, 23 interviews were conducted and fully transcribed. The interviews were then coded using Atlas.ti software. The analysis indicates that a high degree of environmental complexity forces public organizations to adopt a planned, top-down approach to change, while the effectiveness of such an approach to change is simultaneously limited by a complex environment. In addition, typical change leadership activities, such as defining the need for change, role modeling and motivating employees to implement the change, are not sufficient to implement change in a complex environment. In order to overcome environmental dependencies and maintain momentum in the change process, public managers must engage in more externally oriented leadership activities. The paper provides empirical evidence about the relevant and rapidly growing research topic of organizational change in public organizations. The paper concludes with hypotheses that can be tested in follow-up research, and as such provides a starting point for future research concerning change management in public organizations.
Cano Giner, Josep Lluís
Costa Guix, Gerard
Business intelligence aplicado al 'retail': ganar con información privilegiada
Harvard Deusto Márketing y Ventas
Barcelona: Universidad de Deusto
No. 129, 01/2015, p. 42-47

A la habilidad para transformar los datos en información, y la información en conocimiento, de forma que se pueda optimizar el proceso de toma de decisiones en los negocios, se la conoce como Business Intelligence. Aplicada al ámbito del retail, la ¿inteligencia de negocios¿ genera una potencial ventaja competitiva, al proporcionar información privilegiada para responder a las necesidades del punto de venta: promociones u ofertas de productos, ajuste de precios, optimización de costes, análisis de perfiles de clientes, etc.

Iglesias Bedós, Oriol
Saleem, Fathima
How to support consumer-brand relationships: The role of corporate culture and human resource policies and practices
Marketing Intelligence and Planning
Emerald
Vol. 33, no. 2, 03/2015, p. 216-234

Many authors, from both fields of brand management and relationship marketing, emphasize that a key prerequisite for a brand to successfully develop relationships with customers is a supportive corporate culture (e.g. Ahmad and Buttle 2002; Grönroos 1997; Gummesson 1997; Hunt and Morgan 1994; Piercy 1998; Coviello and Brodie 1998). However, very few studies have suggested which specific values should be at the core of this corporate culture and how they should be promoted (Jarrat and O¿Neill 2002; Winklhofe, Pressey, and Tzokas 2006). In fact, there is only one comprehensive corporate culture model (Iglesias et al. 2011) that shows empirical evidence about the corporate values required to facilitate the development of consumer-brand relationships. This supportive culture also requires a partnership between marketing and human resource (HR) management functions, providing the tools necessary to manage employee relations (Burmann and Zeplin 2005), align employee behavior with the desired corporate values and instill the consumer-brand relationships (Piercy 1998; Hunt et al. 2006). Although HR policies are a well-accepted tool to reinforce a relational corporate culture (McAfee, Glassman, and Honeycutt 2002) and to articulate the key corporate values to inform employee behavior (Begley and Boyd 2000), the role of HR policies in building consumer-brand relationships has received scant attention in the literature. As such, the main objective of this paper is to identify the detailed HR policies and practices that favor the expansion of consumer-brand relationships. Due to the lack of studies in this specific field, this research leans towards adopting an exploratory and interpretative methodology (Goulding, 2005; Strauss and Corbin 1998). The data stems from 53 in-depth interviews spanning three case studies in the hotel industry.
Planellas Arán, Marcel
Urriolagoitia Doria Medina, Lourdes Elvira
Privalia, rompiendo mitos en el "e-commerce"
*Harvard Deusto Márketing y Ventas*
Barcelona: Universidad de Deusto
No. 129, 01/2015, p. 48-54

Que la ropa solo se compra en las tiendas físicas, que los negocios online no tienen nada ver con el mundo real o que el de la moda es un mercado global, y no local, son solo algunos de los prejuicios que ha tenido que batir Privalia. El outlet online de moda y accesorios es una empresa gacela, por su rápido crecimiento, que, transformada de startup a multinacional, ha roto mitos en el e-commerce. ¿Qué aprendizajes nos aporta su experiencia? El primero: cuando se trata de abrir nuevos canales comerciales, hay que mantener la mente abierta y luchar contra las falsas evidencias.

Ramis Pujol, Juan
Caso práctico. BBVA: la innovación abierta en empresas de servicios
Ramis Pujol, J.; Droge, H.; Tort-Martorell Aran, X.
*Harvard Deusto Márketing y Ventas*
Barcelona: Universidad de Deusto
No. 130, 03/2015, p. 46-54

La innovación abierta comprende dos dimensiones: la internalización de las ideas externas y la externalización de las ideas internas durante los proyectos de innovación (Chesbrough, 2003). En particular, esta última dimensión de la innovación abierta se basa en la existencia de unos sólidos derechos de la propiedad intelectual como son las patentes. Sin embargo, las innovaciones en servicios a menudo no pueden protegerse por estos medios. En el presente estudio, se muestra cómo, pese a la falta de estos mecanismos de protección, el BBVA, un destacado banco minorista a escala global, radicado en España, ha perseguido la innovación abierta. Ahora bien, las innovaciones desarrolladas internamente solo se cedieron a aquel.
Hoy en día es habitual hablar del éxito cosechado por compañías como Uber, Airbnb, Amazon, LinkedIn, YouTube o Coursera. Se trata de plataformas que están dejando obsoletos, en muchos casos, los modelos de negocio tradicionales de sus competidores. Lejos de ralentizarse, el fenómeno de la aparición de nuevas plataformas continúa su rápida expansión. Instacart, la plataforma online que permite la compra de alimentos perecederos de pequeñas tiendas y mercados con entrega a domicilio el mismo día, ha sido nombrada, recientemente, por la revista Forbes como una de las compañías americanas más prometedoras, alcanzado una valoración de más de dos billones de dólares. Otro ejemplo es Kantox, la plataforma de intercambio de divisas para empresas de origen español, que ya opera en más de cincuenta países. Kantox ha gestionado el intercambio de más de mil millones de dólares, operando con 25 divisas. Las plataformas crean valor a través del contacto entre oferentes y demandantes de un producto o servicio. Por su naturaleza, constituyen un sistema que puede ser mucho más eficiente que las compañías tradicionales, al combinar elementos de empresa con elementos de mercado. Pero, además, su superioridad se basa en su potencial y en su velocidad de escalabilidad, sin que ello suponga incurrir en los costes e inversiones que requieren las compañías tradicionales para crecer. ¿Puede ser la economía de plataformas la base de una nueva revolución empresarial? La respuesta es, claramente, sí. En los últimos años hemos asistido al importante crecimiento de esta nueva realidad, que está consiguiendo transformar industrias y que ha supuesto la base para el lanzamiento de un incontable número de nuevos modelos de negocio.
Marzal Yetano, Elia

Tierra y libertad en el primer reino leonés: el reconocimiento de libertad de movimiento a los trabajadores de la tierra en el Fuero de León como reequilibrio de poder y transacción de intereses

Anuario de Historia del Derecho Español
Madrid: Ministerio de Justicia e Interior
No. 84, 12/2014, p. 45-78

El "Fuero de León", promulgado por Alfonso V, autoriza a los trabajadores de la tierra de señorío a abandonarla, a cambio de un precio y bajo unas condiciones. Durante largo tiempo, la interpretación de estos preceptos ha sido muy controvertida, ofreciéndose muchas explicaciones, casi siempre desde una óptica economicista. Frente a ello, este trabajo propone una relectura de esos preceptos desde una doble dimensión política: una primera, común a los reinos cristianos altomedievales de occidente, relativa a su organización política, basada en la autodefensa y transformadora de las categorías jurídicas romanas; y una segunda, específica asturleonesa, relativa al objetivo de la reconquista y de la recuperación de la hegemonía entre los reinos cristianos, que impone una necesidad de hombres. El régimen estipulado en el Fuero para la salida de los labriegos expresaría una transacción o un reequilibrio de poderes entre rey y señores, en la medida en que debilita las bases sobre las que se construye el señorío, lo que beneficiaría al rey, a cambio de indemnizar a los señores. Para contrastarlo, sigo el esquema analítico del mundo medieval planteado por Otto Brunner, representando en él la dimensión fundamentalmente política del vínculo de fidelidad que surge entre labriego y señor la clave para comprender la especificidad de la regulación de la tierra y el equilibrio de fuerzas sobre el que se construye la organización política medieval. En ella, es titular del poder, y por tanto parte integrante de la comunidad política, todo aquél que cuenta con capacidad defensiva o, lo que es lo mismo, con tierra y, de ese modo, hombres.
INTERNATIONAL PUBLISHERS

Dolan, Simon

Cross Cultural Competence: A Field Guide for Developing Global Leaders and Managers

Dolan, S.; Kawamura, KM.
Emerald, 04/2015
300 p.

This new book is the best practical guide to becoming competent in cross-cultural management ever published. It serves as a comprehensive, workshop-based program that allows facilitators and organizational change agents to help organizations and people develop cross cultural skills and global competence. Grounded in the most rigorous and relevant theories, research, and learning methods, it's easily accessible and fun to apply. Rich with exercises, case studies, survey instruments, and tools, it is based on the authors' extensive experience in delivering cross cultural training, coaching, and consulting in multiple languages to numerous organizations across the globe. The book may also be used by individuals who want to better understand the complexity of working and living in a cross cultural world or who want to improve their capabilities in cross cultural management. Highlights A new, original, and holistic Cross Cultural Competence Model that serves as a framework for content and workshop delivery. New and original models for understanding and learning the complex relationship between values and culture at national, organizational, and personal levels. A new and original Complexity Model of Cross Cultural Negotiation that presents six major aspects involved in learning and conducting cross cultural negotiation. Global competence theories, concepts, research, and facts integrated with related cases, simulations, discussions, and exercises in every chapter. Instructor Resources: action plans to guide ongoing development with web-based access for downloading all cases studies, handouts, and assessment instruments presented in the book (provided for book purchasers). Building-block organization so facilitators may easily customize workshops, programs, or ongoing organizational culture change processes, with mappings of sample workshops and programs provided in the appendix. Learning objectives included in every chapter in order for the facilitator to assess and monitor workshop results. Framing of the development of global competence as a journey for every person, no matter where they are along the cultural continuum.

Murillo Bonvehí, David

From Walmart to Al Qaeda. An interdisciplinary approach to globalization

Greenleaf Publishing, 04/2015
233 p.

From Walmart to Al Qaeda explains the fuzzy, complex and seemingly incomprehensible concept of globalization. What is globalization? What are the core topics, theories and competing ideologies? Are we walking towards homogenization or towards a global collision of cultures and identities? The potential risks and challenges for the global economy, corporations and political regimes are acknowledged by most but not fully understood. This book provides a refreshing new look at how society is being shaped by globalization and how these apparent destructive patterns can be both explained and potentially remedied. Globalization is both a concept and a cliche. It is a term that is used to explain an economic system or the state of the world. David Murillo sets out the questions and identifies the interrelationships of different disciplines to both understand the issues and also find solutions. The book discusses globalization and current attempts to conceptualize and measure it. There are theoretical and ideological debates on whether globalization is inevitable and the various alternatives for interpreting how the world works.
NATIONAL PUBLISHERS

Murillo Bonvehí, David
*De Walmart a Al Qaeda. Una lectura interdisciplinar de la globalización*
Libros de Cabecera, 02/2015
363 p.

¿Cómo podemos entender el vertiginoso desarrollo tecnológico actual? ¿Hasta qué punto este se debe a la inventiva humana, o bien, es el resultado de la obsesión de los mercados por maximizar el retorno al accionista? ¿Quién regula las grandes corporaciones? ¿Qué papel juegan las organizaciones internacionales o el ciudadano de a pie en todo ello? Si seguimos tirando del hilo, ¿cuál debe ser el modelo imperante en la gobernanza mundial: el estadounidense, el europeo, el chino? ¿Están los días de occidente realmente contados o merece la pena defender una manera europea y occidental de resolver los principales desafíos del mundo?

David Murillo Bonvehí, experto en globalización, desgrana de forma multidisciplinar los distintos temas que se entrecruzan en la creación de la realidad cotidiana. La visión panorámica que ofrece, así como los sorprendentes datos recogidos en este libro, no dejarán al lector indiferente. Es una referencia indispensable tanto para los gestores de empresas en su toma de decisiones, como para cualquier persona que quiera comprender el presente y entender las claves del futuro más inmediato.

Planellas Arán, Marcel
*Las decisiones estratégicas*
Planellas Arán, M.; Muni, A.
Penguin Random House, 03/2015
205 p.

Este libro está escrito especialmente para los directivos y para los propietarios, accionistas y consejeros, que se encuentran ante el reto de tomar decisiones estratégicas. Les permitirá seguir un camino, a través del círculo de las decisiones estratégicas, y escoger entre los 30 modelos que mejor se adapten a sus necesidades, que están descritos de forma breve e ilustrados con un gráfico.

To the contrary, Spain has adopted legislation, such as the Ley Orgánica 1/2004, de 28 de diciembre, de Medidas de Protección Integral contra la Violencia de Género (Law of protective measures against gender violence), that restricts the potential scope of application of the institution of penal mediation. Indeed, mediation is expressly prohibited in cases of gender violence that fall within the scope of the Ley Orgánica 1/2004.

However, Spain had already promulgated certain restorative-oriented legislation. Most importantly, juvenile criminal legislation had already defined and regulated mediation, reparation and conciliation. Accordingly, a team of experts was in charge of the procedure of mediation. A positive outcome from the mediation procedure was to be assessed in light of the principle of opportunity (principio de oportunidad), which would enable the public prosecutor to refrain from initiating formal proceedings or the terminate proceedings that had already been initiated.
Este libro ofrece una visión completa y exhaustiva acerca de la consulta convocada en Cataluña. La Consulta plantea incógnitas de diversa índole que se responden en esta obra desde distintos ángulos y prismas, ofreciendo una visión concatenada desde distintos ámbitos del Derecho. Su lectura nos permitirá comprender las distintas tesis sobre el llamado derecho a decidir: El derecho a decidir no existe pero el Gobierno debería convocar la consulta. (Tornos, J; 2014) El derecho a decidir no es un derecho a la autodeterminación. Pero, como ha reconocido el propio TC, tiene sustantividad propia. Constituye una legítima aspiración política amparada por la libertad de expresión y, en términos más amplios, de participación, en el ámbito político. (Ridao, J; 2014) Los catalanes, en caso de independizarse, seguirán siendo españoles y ciudadanos de la Unión Europea. (Sagarra, E; 2014) Las demandas soberanistas del Parlament y del gobierno catalán y la respuesta dada por el gobierno español se han convertido, a día de hoy, en una situación incómoda que pone en un compromiso a la Unión Europea como garante de la democracia. (González Bondía, A; 2014) La edad en que los jóvenes pueden decidir, dar su consentimiento o ser responsables penalmente, no depende de su grado de madurez sino de una decisión política. (Giménez-Salinas, E; 2014) La unidad de mercado no existe como principio jurídico. Se trata de una coartada ideológica urdida por algunos poderes económicos con la connivencia del Estado y la bendición (parcial) del TC. (Font, A; 2014) Una gran parte de los catalanes manifiestan abiertamente su desapego. Así es: no quieren ser españoles porque no se tienen sentimentalmente por tales; no sienten ni comprenden el proyecto español como proyecto propio (Queralt, JJ; 2014)

El proyecto NIXE III nació en el año 2010 con la intención de replicar las diferentes rutas del Archiduque en el mediterráneo, que corresponden con los libros que publicó a lo largo de finales del siglo XIX y principios del siglo XX. Después de cinco temporadas el equipo del proyecto NIXE III ha replicado las rutas correspondientes a 21 destinos en Italia, Croacia, Túnez, Argelia, Grecia y España. Se trata de una gran experiencia de aprendizaje siguiendo precisamente los pasos del Archiduque Luis Salvador. La pregunta principal que guía la investigación del proyecto NIXE III es la siguiente: ¿Cómo ha cambiado el mediterráneo 100 años después de que lo estudiara el Archiduque?
ACCEPTED PAPERS IN ACADEMIC CONGRESSES

**Carpi Martín, Rebeca**  
**Patrón legal de diligencia y responsabilidad civil de los tasadores de inmuebles**  
II Congreso Nacional Presente y Futuro del Mercado Hipotecario  
Universidad de Granada  
Granada, 08/04/2015 - 10/04/2015

La propuesta de esta comunicación es revisar el marco legal y la corrección de la actividad de los profesionales de la tasación en el ámbito hipotecario, desde el nacimiento del actual mercado hipotecario hasta las reformas tras la crisis. Es uno de los aspectos menos tratados dentro del reajuste de todo el sistema crediticio hipotecario. Un repaso a la evolución normativa del modelo de valoración evidencia que los riesgos del sistema, materializados ahora en perversiones, podían localizarse sutilmente desperdigados por las normas que se han sucedido desde que la Ley del Mercado Hipotecario de 1981 impusiera la obligación de tasar los inmuebles que sirviesen de garantía hipotecaria en créditos movilizados como títulos valor en el mercado secundario.

Previsiones legales como la relativa a la diferencia entre los conceptos de valor de mercado y valor hipotecario, establecida pero ignorada ya en el año 2003, o la inclusión entre los principios que deben regir la actividad de tasación de la diligencia de un buen profesional y la prudencia valorativa, de cumplimiento cuestionable dada la evolución posterior del valor de los inmuebles tasados y las dinámicas de funcionamiento que se asentaron y bendijeron en este sector, hacen visible que el sistema de tasaciones no solo tenía deficiencias de configuración. También, y eso es lo que en esta reflexión merece más atención, que las entidades de tasación y especialmente los profesionales que han desempeñado dentro de las mismas tal actividad pudieron incumplir las normas que regían su actividad al haber podido prever, dados los indicios, que eludían el patrón de diligencia que les era exigible y que podrían por tanto, sin perjuicio de su posible responsabilidad administrativa, incurrir en responsabilidad civil, contractual o extracontractual, derivada del incumplimiento de sus obligaciones que se deriva de la previsión general del Código Civil.

**Costa Guix, Gerard**  
**Casabayó Bonás, Mónica**  
**Vila Fernández-Santacruz, Maria del Mar**  
**Exploration of the interaction between spirituality and market orientation: Causes and effects on managers**  
Spirituality and Creativity in Management World Congress  
ESADE – Universitat Ramon Llull  
Barcelona, 23/04/2015 - 25/04/2015

Spirituality in the workplace is an emerging concept, which has generated definitions such as 'the spiritually-based firm' (Wagner-Marsh & Conley 1999). The novel nature of this concept, together with the lack of widely-accepted definitions, leads to calls for further research in this field. One of the recent lines of research is the intersection between spirituality and marketing philosophy, with recommendations for exploring whether managers who follow a societal marketing orientation are also inspired by the spiritual paradigm (Vasconcelos 2011) to explore the contribution societal marketing makes to job satisfaction and personal meaning at work (Tang et al. 2011). The research question posed by this paper is how hotel managers in Spain perceive and manage the interrelationship between spirituality at work and a societal marketing orientation. This paper explores the different concepts involved by considering three issues: (1) the use and acceptance of spirituality in work; (2) the relationship between spirituality and corporate guidelines; (3) the relationship between spirituality and societal marketing strategies. The study contributes twenty-four empirical cases to reveal what managers think the causes and effects of this interrelationship are. The main research contribution is an initial framework of three fields that are considered as priorities for managing the interrelationship between spirituality and marketing.
Dumitrescu, Gabriela Ariadna
Familiarity and competition: The case of mutual funds
Invited Seminar
Luxembourg School of Finance
Luxembourg-Kirchberg (Luxembourg), 25/03/2015 - 26/03/2015

We build a model of mutual fund competition in which a fraction of investors ("unsophisticated") exhibit a preference for familiarity. Funds differ both in their quality and their visibility: While unsophisticated investors have varying degrees of familiarity with respect to more visible funds, they avoid low-visibility funds altogether. In equilibrium, bad low-visibility funds are driven out of the market of sophisticated investors by good low-visibility funds. High-visibility funds do not engage in competition for sophisticated investors either, and choose instead, to cater to unsophisticated investors. If familiarity bias is high enough, bad funds survive competition from higher quality funds despite offering lower after-fee performance. Our model can thus shed light on the persistence of underperforming funds. But it also delivers a completely new prediction: Persistent differences in performance should be observed among more visible funds but not in the more competitive low-visibility segment of the market. Using data on US domestic equity funds, we find strong evidence supporting this prediction. While performance differences survive at least one year for the whole sample, they vanish within the year for low-visibility funds. These results are not explained by differences in persistence due to fund size or investment category. The evidence also suggests that differences in persistence are not the consequence of other forms of segmentation on the basis of investor type (retail or institutional) or the distribution channel.

Duplá Marín, María Teresa
Contrarium mutuum
Duplá Marín, M.; Panero, P.
XVII Congreso Internacional y XX Congreso Iberoamericano de Derecho Romano
Bologna Ravenna (Italy), 25/03/2015 - 28/03/2015

El trabajo analiza los orígenes y evolución de la figura de la Anticresis, figura recogida en textos legales actuales, y muy recientemente, en el CCCatalán. En el mismo se parte de su vinculación y función originaria de Contrarium mutuum, en el sentido especificado por las principales fuentes jurídicas romanas, y su evolución a lo largo del proceso de recepción y hasta la codificación.

Franch Bullich, Josep
The 21st century academic: Best practices from a top business school
6th International Exhibition and Conference on Higher Education (IECHE)
Riyadh (Saudi Arabia), 13/04/2015 - 19/04/2015

Based on UNESCO data, GMAT estimates that every year two million new people enroll in Graduate Management Education programs (out of 180 million students enrolled in Higher Education worldwide).

ESADE Business School: Our Vision
An institution that inspires and trains people and organisations to develop innovative and socially responsible leadership to build a better future.
E-government interoperability is the ability of disparate and diverse organizations to interact towards mutually beneficial and agreed common goals, involving the sharing of information and knowledge between the organizations, through the business processes they support, by means of the exchange of data between their respective ICT systems (European Comission, 2010). Most interoperability efforts meet serious challenges and concerns. Recent works have tried to uncover the determinants of e-government interoperability success and have assessed the influence of variables such as technology development, data quality, context, organizational performance and institutional frameworks. However, many of these studies have isolated the effect of these dimensions forgetting that e-government interoperability is a multidimensional phenomenon (Pardo et al, 2012; Yang & Maxwell, 2011; Fountain, 2001). Also, they have focused on information systems and technology, underestimating the role of management and network governance.

The present proposal aims to add to theory and evidence on the determinants of e-government interoperability from a comprehensive perspective and building on the contribution of management and governance theories. In particular, the paper focuses on internal organizational factors (among other, leadership, change management, and organizational culture) and factors related to the governance of the network (among other, perception of benefits, power, and clarity of roles and responsibilities).

Methodologically, the paper builds on the results of 37 in-depth interviews, one focus group and a survey that has been sent to 815 public managers in Catalonia (Spain) who are in charge of e-government strategies in their respective city councils.

Marzal Yetano, Elia

Crisis y competencia por la competencia: el ejemplo de la inmigración

XIII Congreso Anual de la Asociación de Constitucionalistas de España
Universidad de Zaragoza
Zaragoza, 19/02/2015 - 20/02/2015

Este trabajo pretende reflexionar sobre el eventual impacto que tiene en la legislación la situación de tensión o lucha competencial entre el Estado central y las Comunidades Autónomas (CCAA), en un contexto de distribución de competencias en permanente definición. Y en él se argumentará que, dentro del marco constitucional, el contenido de las leyes (o, como en el caso que se analiza, el grado de protección de los derechos sociales, en su mayor parte no auténticos derechos fundamentales) puede no depender tanto de factores como la orientación ideológica del partido político en el gobierno o de las posibilidades que la coyuntura económica más o menos positiva brida a ese partido político en cada momento, como de la confrontación competencial intergubernamental. Para ello, y como caso de estudio, en este trabajo se examinan las relaciones Estado-CCAA en materia de legislación sobre protección social de los extranjeros durante los años de crisis económica, por visibilizarse especialmente en este marco esa tensión interterritorial, tal y como se expone a continuación.
Este trabajo pretende analizar el impacto de la crisis económica en los derechos sociales, centrándose para ello en la inmigración: la eficacia de los derechos sociales se someterá así al doble test de la crisis económica y de la condición de no nacional de sus titulares, siendo los derechos sociales especialmente frágiles cuando reconocidos a los inmigrantes. Para ello se examinará la relación entre el Estado (competente para definir las bases legislativas en políticas sociales) y las CCAA (competentes para el desarrollo y ejecución de esas bases), planteggando la pregunta de si, en España, en materia de inmigración, la crisis económica tiene el impacto neto que tiene en otros países (aprobación de recortes sociales como consecuencia de la crisis), al encontrarse la respuesta de las instituciones políticas y jurídicas mediatizada por la existencia de un Estado descentralizado y de la lucha competencial que éste desata entre Estado y CCAA, en un ámbito además especialmente susceptible de politización como es la inmigración.

Lo que se observará no es tanto una correlación inequívoca entre crisis económica y recortes sociales, sino más bien cómo esa crisis sirve de escenario para el enfrentamiento Estado-CCAA, al propiciarse con los recortes estatales la discrepancia por parte de las CCAA. Y lo que se defenderá en última instancia así es la repercusión de la tensión competencial Estado-CCAA en la protección, mayor o menor, de esos derechos sociales.

Marzal Yetano, Elia
El impacto de la crisis económica en la integración social de los inmigrantes en el Estado de las Autonomías
Congreso UNIJES 2015
Universidad Pontificia Comillas
Madrid, 11/03/2015

Este trabajo pretende analizar el impacto de la crisis económica en los derechos sociales, centrándote para ello en la inmigración: la eficacia de los derechos sociales se someterá así al doble test de la crisis económica y de la condición de no nacional de sus titulares, siendo los derechos sociales especialmente frágiles cuando reconocidos a los inmigrantes. Para ello se examinará la relación entre el Estado (competente para definir las bases legislativas en políticas sociales) y las CCAA (competentes para el desarrollo y ejecución de esas bases), planteggando la pregunta de si, en España, en materia de inmigración, la crisis económica tiene el impacto neto que tiene en otros países (aprobación de recortes sociales como consecuencia de la crisis), al encontrarse la respuesta de las instituciones políticas y jurídicas mediatizada por la existencia de un Estado descentralizado y de la lucha competencial que éste desata entre Estado y CCAA, en un ámbito además especialmente susceptible de politización como es la inmigración.

Lo que se observará no es tanto una correlación inequívoca entre crisis económica y recortes sociales, sino más bien cómo esa crisis sirve de escenario para el enfrentamiento Estado-CCAA, al propiciarse con los recortes estatales la discrepancia por parte de las CCAA. Y lo que se defenderá en última instancia así es la repercusión de la tensión competencial Estado-CCAA en la protección, mayor o menor, de esos derechos sociales.

Marzal Yetano, Elia
El impacto de la crisis económica en la integración social de los inmigrantes en el Estado autonómico
Convegno LUMSA "L'impatto della crisi sulla tutela dei diritti nelle Regioni"
Lumsa Università Roma (Italy), 13/11/2014

Este trabajo pretende analizar el impacto de la crisis económica en los derechos sociales desde la dimensión de la inmigración. Lo que nos permite plantear la cuestión subyacente en esta jornada (la del valor real del reconocimiento constitucional de los derechos sociales) con más intensidad todavía: la eficacia de los derechos sociales se vería así sometida al doble test de la crisis económica y de la condición de no nacional de sus titulares, siendo los derechos sociales especialmente frágiles cuando reconocidos a los inmigrantes. En España, las Comunidades Autónomas representan una instancia política y jurídica decisiva con relación a los derechos sociales de los extranjeros. Por su competencia en materia social, son ellas las encargadas de proceder al encaje de la inmigración en la sociedad de acogida, una vez España (hasta hace no mucho, país de emigración) ha pasado a ser de forma estable un país de inmigración: el objetivo ahora es la integración social de los inmigrantes, y no sólo ya el control de las fronteras. Desde las instituciones europeas, la asunción de este objetivo se impone desde finales de los años noventa, con el Tratado de Amsterdam de 1997 y la Cumbre de Tampere de 1999 (donde se explicita el paso de una política de inmigración basada en el control de los flujos migratorios a otra basada en la integración social). Y, en el ámbito nacional, el cambio se produce con la aprobación en el año 2000, de la Ley Orgánica de derechos y libertades de los extranjeros en España y su integración social, que deroga a la Ley de Extranjería de 1985, centrada únicamente en el control policial de flujos migratorios. Pero las Comunidades Autónomas asumen también ese papel clave en inmigración por su búsqueda de un espacio competencial propio, blindado frente al Estado central. De este esfuerzo son muestra algunos de los Estatutos de Autonomía de segunda generación, en los que se asume explícitamente la competencia en materia de inmigración, si bien el artículo 149.1.2 de la Constitución española reserva...
en exclusiva al Estado central la competencia sobre extranjería e inmigración. El Tribunal Constitucional se ha pronunciado al respecto en la sentencia 31/2010, a propósito del Estatuto de Autonomía de Cataluña, distinguiendo entre lo que sería la competencia del 149.1.2, relativa al control de fronteras y la definición básica del estatuto jurídico del extranjero, y la competencia en materia de integración social de los inmigrantes, que sí correspondería ya a las Comunidades Autónomas, por razón de su conexión con las competencias sectoriales asumidas por éstas.

**Ramis Pujol, Juan Suárez Barraza, Manuel Francisco Sardà, R.**

**Socio-ecological spirituality and entrepreneurship: Sa Pedrissa network in Majorca**

Ramis Pujol, J.; Suárez Barraza, M.; Sardà, R. Spirituality and Creativity in Management World Congress ESade Barcelona, 23/04/2015 - 25/04/2015

Purpose. This paper examines both the mental models of social-ecological entrepreneurs and the challenges faced when managing their ventures. This research seeks to further develop the field of social entrepreneurship. Furthermore, there is much yet to understand when spirituality is a key component of a social business. By studying the ventures of a network of entrepreneurs on the Spanish island of Majorca we intend to build an emerging framework of reference for successful social-ecological/spiritual entrepreneurship.

**Design/methodology/approach.** This is a qualitative study oriented to building theory in the field of social entrepreneurship. Data was gathered from a network of nine entrepreneurs on the island of Majorca who manage social-ecological businesses with spirituality being an essential part of their ventures. Data was gathered during three half-day focus groups and six in-depth interviews. Some frameworks were developed after content, situational, and process analysis of the data. Findings. The study shows a set of drivers and points of reference, motivations, and values for business ventures that is broader and more complex than the picture often painted in social entrepreneurship literature. Balancing all the points of reference is a difficult exercise. A lack of managerial and communication skills seems to be the main difficulty for the advancement of their ventures. Obtaining sufficient initial funding and ensuring resource generation represent other important hurdles. In terms of process, the launch and initial stages are the most demanding for spiritual social-ecological entrepreneurs.

**Sancha Fernández, Cristina Iñesta Codina, Ana Giménez Thomsen, Cristina**

**Percepciones sobre el valor en el uso de la peer evaluation en un curso de gestión de cadena de suministro**

ACEDEDOT 2015 Universidad de Málaga, Málaga, 16/04/2015 - 17/04/2015

Nowadays, being able to work in teams is a selection criterion in most organizations (Guzzo & Shea, 1992). Because of this, curricula of many subjects in management studies include team-work as a specific competence that students need to develop and acquire (AACSB, 2002, Johnson and Johnson, 1987; Topping, 1998). One common challenge related to the use of team-work in class is related to the assessment of the individual contribution of each member to the group as well as to the certainty that students have successfully acquired the abovementioned competence (Brown et al., 1994; Mello, 1993).

Peer evaluations are defined as tools that are able to capture information related to internal group processes (Brutus and Donia, 2010). Peer evaluations are described as being both an evaluative and a learning tool (Brutus and Donia, 2010; Brutus et al., 2013; Ohland et al., 2012). That is, peer evaluations do not only help in providing information regarding the performance of team members but they also serve as a tool that provide students with useful learning related to how to effectively work in groups.

Most of the literature assumes that peer evaluations are reliable and valid tools (Brutus and Donia, 2010; Brutus et
al., 2013; Ohland et al., 2012). However, while peer evaluations may prove to be useful tools for teachers, they can be stressful for some students who are not used to evaluate others (Pope, 2005) and they can create discomfort between students since they sometimes believe that the results are biased and/or unfair (Walker, 2001). These problems may lead to students’ negative perceptions with respect to the value added by peer evaluations and thus neglect the role of peer evaluations as powerful assessment and learning tools.

In that sense, in this paper we aim to analyze and understand students’ perceptions with respect to the value added by the use of peer evaluations in class. More specifically, our objective is twofold: (1) to analyze students’ perceptions regarding the value added by peer evaluations (both in their learning and in their grades) and (2) to characterize students’ peer-assessment behavior.

**Saz Carranza, Angel**  
*Agents as Broker: Leadership in Multilateral Organizations*  
Second Collective Leadership Research Workshop  
New York University  
New York, NY (US) 23/04/2015 - 25/04/2015

In exploring the leadership practices of chief executives of International Governmental Organizations, this article finds that IGO leaders recognize themselves as agents and as brokers. The paper produces findings from a multiple case study of the executive leadership of NATO from 1995 to 1999 and of the EU Common Foreign and Security Policy from 1999 to 2009. The relationship between member states and the IGO leader can be conceived as a Principal-Agent (PA) relationship where the agent plays a central role in framing a common vision and strategies, facilitating member states' involvement in the strategizing process, and mobilizing external and internal support. I depart from a restrictive PA conceptualization of the relationship since I do not envision it as conflictive, but rather as collaborative.
Vernis Domènech, Alfred Ignasi
Urriolagoitia Doria Medina, Lourdes Elvira
La Fageda (B): a social enterprise development
Harvard Business Publishing, 04/2015
18 p.

In 30 years, La Fageda had surpassed several business milestones that formed the means for attaining an ultimate aim. Its ultimate aim had always been the social and labor integration of mentally-challenged individuals placing the emphasis on each person's capabilities. From the end of 2007 to the beginning of 2013 the company underwent growth by broadening its yogurt line and diversifying into new products. This enabled La Fageda to reach the second position after Danone in the Catalanian yogurt market and at the same time, to operate in several competitive environments. Now, the social entrepreneur Cristobal Colon has to think about his sucesion and if the company has to continue growing. What are their options?
Ansotegui Olcoz, María Carmen
Bellavista Badia, Xavier
Fabregat Feldsztajn, Jordi
10 años de ahorro colectivo: estudio comparativo de los resultados históricos de los fondos de inversión y fondos de pensiones
Ansotegui Olcoz, M.; Bellavista Badia, X.; Fabregat Feldsztajn, J.; Olivera, A.
Mercer Consulting, 01/2015
38 p.

Estudio sobre el ahorro colectivo en España que se ha desarrollado con Mercer y presentado en ESADE Madrid y Barcelona. La rentabilidad de los fondos de pensiones de empleo supera en 100 puntos básicos anuales tanto a los planes de pensiones individuales como los fondos de inversión de su mismo riesgo.

Buckland, Heloise
Carreras Fisas, Ignasi
Murillo Bonvehí, David
La innovación social en América Latina: Compartamos con Colombia. Un bróker de la innovación social
Fondo Multilateral de Inversiones (FOMIN), 02/2015
64 p.

El estudio de caso que aquí se presenta fue desarrollado por ESADE Business School en 2014 bajo el impulso y la supervisión del FOMIN (BID). Su objetivo es doble. Por una parte, se plantea comprender el rol central de Compartamos con Colombia (Compartamos) como un bróker clave, orientado a erradicar la pobreza, en el ecosistema de innovación social en Colombia. Por otra, se propone analizar los diferentes elementos de éxito del caso que podrían permitir replicar una iniciativa semejante en otros puntos de América Latina.

El estudio parte de un análisis de la documentación publicada existente sobre Compartamos; en primer término, se trata de una serie de entrevistas para conocer la perspectiva de cada uno de los agentes involucrados en la promoción de la innovación social junto a Compartamos, y, posteriormente, se realiza un análisis de redes sociales vía un cuestionario en línea para conocer en más profundidad las interacciones del ecosistema. El estudio se estructura a partir de una presentación inicial del ecosistema de la innovación social de Compartamos para posteriormente abordar las diferentes variables que permiten analizar el alcance del progreso realizado.
Buckland, Heloise
Murillo Bonvehí, David
La innovación social en América Latina: Socialab. Impulsando la creatividad para luchar contra la pobreza
Fondo Multilateral de Inversiones (FOMIN), 02/2015
69 p.

El estudio de caso que aquí se presenta fue desarrollado por ESADE Business School entre los meses de junio y septiembre de 2014 bajo el impulso y la supervisión del FOMIN (BID). Su objetivo es doble. Por una parte, se plantea comprender el rol central de Socialab en la generación de un ecosistema de innovación social en Chile enfocado hacia la lucha contra la pobreza. Por otra, se propone analizar los diferentes elementos de éxito del caso Socialab que podrían permitir replicar una iniciativa semejante en otros puntos de América Latina.

El estudio parte de un análisis de la documentación publicada existente sobre Socialab y de un estudio de campo sobre el terreno posterior para conocer la perspectiva de cada uno de los agentes que operan junto a Socialab en la promoción de la innovación social. Con posterioridad al trabajo de campo, se realizó un análisis de redes sociales para conocer el papel específico de cada una de estas entidades en la red resultante. La presentación de los resultados se inicia, pues, con la composición inicial del ecosistema de la innovación social en Chile para, posteriormente, abordar las diferentes variables que permiten analizar el alcance del progreso realizado por la red.

Buckland, Heloise
Murillo Bonvehí, David
La innovación social en América Latina: Marco conceptual y agentes
ESADE. Instituto de Innovación Social (IIS), 12/2014
71 p.

El presente documento tiene como objetivo servir de guía introductoria al creciente debate académico sobre el sentido, el alcance y las formas de medición de la Innovación Social, y situarlo en el marco de América Latina. Su orientación es doble. Por un lado, ofrecer un primer directorio de temas, conceptos y modelos suficientemente comprensivos e inteligibles, que nos permitan entender de qué hablamos cuando nos referimos a la Innovación Social. Por otro lado, mostrar un conjunto de polos, plataformas, redes y centros de generación y difusión de este concepto que empiezan a visualizarse en la región latinoamericana.
Lozano Soler, Josep Maria
La RSE ante el espejo
Abenoza, S.; Lozano Soler, J.
ESADE. Instituto de Innovación Social (IIS), 01/2015
89 p.

Los temas que conforman esta investigación son una muestra o reflejo de aquellos temas que hoy preocupan a los profesionales de la RSE. En ese sentido es que hablamos de ‘la RSE ante el espejo’. De un trabajo que busca reflejar - desplegar, agrupar y dar coherencia- los principales temas, observaciones y conclusiones expuestos por parte de los entrevistados.

Mendoza Mayordomo, Francisco Javier (Coord.)
Puig Bastard, Pere
Mendoza Mayordomo, Francisco Javier
Giménez Thomsen, Cristina
Sancho Fernández, Cristina
Viladrich Santallusia, Valeri
Martín Lucena, Raúl
Delgado Planas, Antonio

Estrategias de globalización de las multinacionales españolas. Cuarto informe del Observatorio de la empresa Multinacional Española (OEME)
Barcelona: ICEX (Instituto Español Comercio Exterior), 04/2015
164 p.

El informe está formado por cinco capítulos, agrupados en dos grandes bloques temáticos, más un capítulo final de conclusiones. Los dos trabajos que forman el primer bloque ofrecen una panorámica de conjunto de la actividad exterior de las empresas españolas en la última década, tanto en su vertiente de comercio exterior como de inversión directa en el extranjero. El segundo bloque está formado por tres estudios empíricos. En ellos se abordan, desde diferentes ámbitos, una serie de temáticas especialmente relevantes para las multinacionales industriales españolas: las estrategias de gestión de la cadena de suministro en un contexto de globalización, la fiscalidad internacional de las operaciones vinculadas entre empresas de un mismo grupo multinacional (política de precios de transferencia), y las estrategias seguidas por diferentes multinacionales españolas para proteger sus bienes intangibles a nivel internacional.
There is an urgent need to act to stem cyber risks, including threats that originate across borders. Better global governance would be a significant step toward efforts to mitigate risks. A report by the ESADEgeo-Center for Global Economy and Geopolitics and Zurich reviews the challenges to this approach and offers innovative solutions. Emerging technologies will fundamentally change the nature of cyber risk. Cyberspace has become essential to our daily lives and a practical necessity for governments and businesses. Yet this dependency comes at a price: Cyber security is arguably the most salient non-traditional security issue on the global agenda, and cyber risks increasingly are linked to other global risks. Addressing an inadequate global cyber governance framework Cyber attacks respect no borders, making it essential to approach cyber governance in a ‘holistic’ and global way. Despite recent progress, we still lack a comprehensive and functional regime of global cyber security. A study that included mapping the rules, institutions, and procedures of the current global cyber governance framework revealed the true nature and extent of the issues at stake. The study discovered a global cyber governance regime comprised of three distinct types of concerns and participants. At one end of the spectrum, where governance deals mainly with technical issues and relies on a multi-stakeholder model, governance is effective. At the other end of the spectrum, which includes the realm of threats like cyber warfare and state-sponsored sabotage, effective global governance is completely lacking. Between these two extremes is a ‘gray zone’ where interests of industry, governments and individuals, global governance models and organizational cultures coincide. This middle zone offers a promising place to start to work to encourage effective international efforts. Offering ideas for a new governance framework The private sector should take steps to effectively manage cyber risk, even in the absence of an overarching global governance framework. Sharing more information and ensuring a properly-functioning insurance market are some ways to do this. Lacking a broad international consensus, the private sector can still play an active role by lobbying for guiding principles to overlay the global cyber governance framework. For policymakers, major progress might be achieved by, for example, strengthening global institutions, and include creating a G20 + 20 Cyber Stability Board. A cyber alert system modeled after the World Health Organization (WHO) would also be an effective tool. Enhancing public-private cooperation, including dialogue and incentives for investment in cyber security, would be a further step forward. Beyond embracing dialogue, policymakers should increase representation of less-developed countries and civil society in the global governance framework.
escrutinio en la lectura de las actas de sus reuniones atisba la progresiva normalización de tipos de interés (forward guidance) en el horizonte de 2015. El ciclo económico expansivo y los diferenciales de tipos de interés están impulsando la apreciación del dólar. La Reserva Federal de Estados Unidos, con la alargada sombra histórica de la Gran Depresión de los años treinta, ha financiado en barra libre (Quantitative Easing, QE) las necesidades financieras del Gobierno Federal. En la Unión Europea, el infausto recuerdo de la hiperinflación alemana de la década de 1920 lastra la acción del BCE. La complejidad política e institucional europea y la asincronía cíclica de sus economías no ponen las cosas fáciles. Desde el encuentro de Jackson Hole (Wyoming, agosto de 2014), Mario Draghi clama a los gobiernos por políticas fiscales y reformas estructurales que, mejorando la competitividad y la productividad, impulsen el crecimiento de la economía europea y reduzcan las tasas de desempleo. Desde la adopción de políticas monetarias no convencionales por el Consejo de Gobierno del BCE (22 de enero de 2015) y los resultados de las elecciones en Grecia, la Unión Europea se está adentrando en la terra incognita que en Star Trek se calificaba como «where no man has gone before». 
REPORTS FROM COMPETITIVE RESEARCH PROJECTS

Tornos Mas, Joaquín
Férez Fernández, Manuel
Arroyo Díez, Alfonso
Ysa Figueras, Tamyko
Martínez Martínez, Marc
Fidone, Gianfrancesco
von Maydell, Mechthild
Magdziarek, Pawel

Avoiding Fraud in Cohesion Policy 2014 - 2020: a comparative study on the correct observance and implementation of the public procurement EU regulations by managing and contracting authorities
HERCULE II Programme (Grant Reference OLAF/2013/D5/096).
Co-funded by the European Anti-Fraud Office, 2015
212 p.

The study is part of the project undertaken by the ESADE Foundation in collaboration with various experts on the subject within the scope of the “HERCULE II Programme - Training, Seminars and Conferences” and co-funded by the European Anti-Fraud Office.

The objective of the study is to detect and reduce irregularities in the management and implementation (execution) of structural funds — specifically, the ERDF — in the public procurement procedure, using data from various sources and 4 specific regions (Catalonia, Greater Poland, Lazio and Saxony-Anhalt) as a sample.
PHD THESIS

Fernández Guzmán, Víctor Manuel
El gas natural y la calidad de vida: factores percibidos por los hogares en un país en vías de desarrollo
Universitat Ramon Llull (URL). ESADE
Supervisor: Arenas Vives, D.
03/2015

Homes need energy in order to satisfy their basic needs, like cooking. This paper tries to understand and explain the relationship between home’s perceived factors and the intention for the natural gas usage continuance. This paper is based on the Technology Acceptance Model (TAM) and the Expectation – Confirmation Model: use continuance (ECM), among others and intends to solve research questions as "What are the involved acting factors in the home intention to continue using a natural gas system after its initial usage?"; as well as "How these factors interact and do have influence for a natural gas system continuance usage intention?" which it is interesting because it allows to relate them with factors that explain the home’s quality of life when using an energy source. To achieve this goal it has been developed and proved a model that leads to explain the home intention to continue using a fuel. As well, this usage continuance is being evaluated due to governments and enterprises need to know if homes will continue using a suggested fuel, when the initial novelty is gone. This study uses a mixed research method beginning with an exploratory qualitative method through semi-structured interviews and then applying a “face to face” survey to prove the initial hypothesis. It was found that factors perceived by homes that had already adopted the natural gas and have the intention to continue using it are: Perceived Price Level, Perceived Ease of Use, Facilitating Conditions, Perceived Usefulness, Perceived System Safety, Environment Consciousness and Confirmation of initial expectations. This study allows understanding the acting factors for a continuance use and its barriers for a natural gas widespread growth in homes. As well, it allows the Energy Policies Makers having additional tools different than price and availability which usually are the commonly ones considered to introduce a fuel; for instance the Safety factor, which would achieve a more sustainable model along the time.

Vilanova Pichot, Marc
Managing Responsible Competitiveness: Identity, Culture, Paradox and Narratives
Universitat Ramon Llull (URL). ESADE
Supervisor: Lozano Soler, J.
02/2015

This empirical qualitative study —of eight companies that have implemented responsible competitiveness strategies— contributes to corporate social responsibility management literature by focusing on how leading companies in the field frame and manage CSR in practice. The study finds that these companies generate significant value from their social and environmental practices, but the degree and focus varies from company to company. Each of the companies seems to focus on developing a CSR strategy that best fits the organizational identity, which means centering social and environmental strategies on the firm’s core competitiveness factors. The study also suggests that there are some inherent paradoxes to CSR that companies need to manage, and that the responsible competitiveness paradox that represents the tension between CSR and business goals is particularly challenging, where the eight companies manage it by accepting and fostering this paradox, making it part of the firm’s identity. The main conclusion from this study is that these eight companies manage responsible competitiveness by constructing narratives around a responsible identity and reputation, indicating a strategic focus and the acceptance of inherent paradoxes in CSR. Finally, the study shows that these eight companies share ten characteristics that they use to anchor and develop these narratives, which include some central corporate attributes, strategic ideas, and strategic assets. By sharing these ten characteristics, this research aims to further develop CSR management literature, as well as providing reflexive practitioners with a guiding conceptual framework.
**Ferrer Vidal, Diana**  
*El ajuste secundario en las operaciones vinculadas*  
Universitat Ramon Llull (URL). ESADE  
Supervisor: Berché Moreno, E.  
10/2014

In recent years, especially in the last decade, we have seen how the legislator was concerned and responsible for the transfer pricing regulation, which is no more than a logical response to the globalization prevailing in business relationships. The Spanish legislation is relatively veteran in applying the arm’s length principle, assuming that transactions carried out between related parties must comply with such arm’s length principle. Notwithstanding, it is not so skilled in regards to a qualification regulation, as it does in other legal sovereignties. The Law 36/2006 of 29th November, about the rules set for the prevention of tax evasion, first introduced in Positive Law a specific qualification regulation. Specifically, Articles 16.8 of the CITL (Corporate Income Tax Law) and its regulations in Article 21 bis of the CITR (Corporate Income Tax Regulation), which regulate the so-called secondary adjustment, the function of which is simply to provide a solution for the discrepancy seen between the accounting basis and the tax basis after having marked to market the operation, so that one part has a funds excess to the detriment of the other. Once agreed that the qualification adjustments do not solve the income excess that still has one of the related parties, and therefore assuming that it is necessary to provide a legal solution to this income excess, the truth is that the current regulation of the secondary adjustment suffers important and severe defects of legislative technique. This study deals with the detailed analysis of the effects that the application of the secondary adjustment mean for the related parties, as well as to other shareholders who were not involved in the operation, showing up situations not consistent at all with the recommendations of the OECD about this subject, such as the generation of double taxation situations or direct violations of the Commercial Law basic principles. Therefore, and after a Comparative Law research, the study proposes a legal solution involving an agile and quick refund of the funds excess.

**Puig Faura, Sònia**  
*La prueba electrónica: sus implicaciones en la seguridad de la empresa*  
Universitat Ramon Llull (URL). ESADE  
Supervisor: Richard González, M.; Abel Lluch, X.  
12/2014

The thesis analyzes, in the first place, the genesis of the electronic fact, their technical concept, as well as the way and means or supports in which it is conserved and the devices of reproduction that needs to be perceivable by the man. The knowledge of the genesis and manifestation of the electronic fact allows us its study from a social and enterprise point of view, to finally analyze its legal aspect o dimension. And from this last legal dimension it is defined what is understood by electronic evidence, its regulation and the possible errors or deficiencies in the same one. This because the social dimension of electronic fact is what you incarnated into our reality and is what it turns object of interest for the legal fight and the proof of evidence at the process. The electronic fact in its legal dimension, acts in the jurisdictional process like any other fact. The adjective «electronic» really does not modify the legal requirements and exigencies that must fulfill any fact to be introduced and to be valued in the process like a proof. The analysis of the electronic fact from a social perspective comes from the study of its influence at level of State and company. So We can see it with the recent legal reforms at this matters, the policies relating to the implementation of the new technologies in our country and the information on costs that it supposes. In the corporative sector it emphasizes the economic reference to “compliance” and costs that can suppose for a company the no implantation of safety measures on the information assets that it has. Previous to enter into the proof of evidence (practice of evidence) the thesis analyzes the investigation and the expert evidence about electronic facts and defines the concept and ambit of the forensic science of the discipline. Investigation and expert evidence raise two fundamental questions: as they are the limits to the investigation that suppose the constitutional rights; and if available in civil proceedings, the media research and access to sources of evidence in the possession of third parties. Finally, the electronic evidence is analyzed from the legal-procedural dimension of the electronic fact. Given the special relevance of the electronic expert test, one analyzes its object, legal nature, purpose and regulation. Then the work attends to the practice of proof of the electronic fact, distinguishing the practice of the expert evidence, like electronic evidence itself, of the practice of the proof about the manifestation of the electronic fact. Within this last title it is analyzed the documentary evidence, proof by witness or parts and the proof of judicial recognition. To end the thesis contains a last title where it is examined the valuation of the electronic evidence and a brief reference to the opposition of the expert opinion.
Parada Balderrama, Maria Jose

Developing governance structures in family firms: From adoption to institutionalization

Jönköping International Business School
Supervisor: Melin, L.
04/2015

This dissertation deals with family business governance. More specifically it focuses on why and how family businesses develop their governance structures. This is an important topic because governance plays an essential role in the business world, as it links ownership and management and defines its relationships. In the case of family businesses it is especially important because the boundaries of ownership and management are blurred by the overlapping of the two systems of family and business. This overlap makes the creation of governance structures challenging and elusive. Approaching the creation of governance structures as a process of development and understanding the reasons behind the pattern of adoption becomes a key element for family businesses. Drawing on institutional theory, I suggest that legitimacy and efficiency seeking, two seemingly opposing reasons, motivate the development of governance structures over time. I also rely on institutional work and bring back individuals to institutional theory by showing how family members act as institutional champions and lead governance changes within their organizations while interacting with other interested actors involved.

Combining quantitative and qualitative methodologies, I study the development of governance structures in a processual way. On the one hand, using Mokken scale analysis, I test a sample of 1,596 cases for whether family businesses follow a specific sequence in the development of governance structures. Subsequently, I use Poisson regression analysis to test eleven hypotheses related to efficiency and legitimacy seeking and the degree of development of such structure. On the other hand, qualitative case-based research is used to shed light on how governance structures change over time. The purposeful efforts of individuals are observed in the qualitative cases. Empirical findings suggest that, in the broad picture, family businesses follow a specific sequence that goes from business governance to family governance. When observing in detail with a process perspective individual cases show that family businesses follow different patterns of development due to four different motives. Legitimacy seeking has a strong influence in the decision to adopt governance structures, but if not aligned with efficiency seeking, this adoption may be ceremonial, meaning that despite not being really implemented and internalized they still allow these structures to exist. Efficiency seeking triggers substantive adoption and full institutionalization of such structures. In my research two other major reasons for the development of governance structures emerge: power and learning. Both can act in a positive way (power seeking or accumulated know-how) or in a negative way (resistance to give up power or lack of know-how). This appears as institutional work which takes place where different actors get involved with possible institutional champions guiding the process.
GRANTS AWARDED TO COMPETITIVE RESEARCH PROJECTS

RAMON LLULL UNIVERSITY PROJECTS

Title: From Open Science to Open Innovation
Project Principal Investigator (PI): Jonathan Wareham
Financer entity: Ramon Llull University
Amount: 20,000 €
Duration: 15 months
ESADE researchers team: Henry Chesbrough, Estève Almirall, Wim Vanhaverbeke, Mila Gascó, Ivanka Visnjic

In order to develop competitive project proposals to be presented to the EU’s Horizon2020 Programme, the Institute for Innovation and Knowledge management requested this seed-funding from the URL to facilitate working on two initiatives with partner institutions from across Europe. Together, these projects on Open Innovation and Science 2.0 will assist universities to become open innovation centres for their region in cooperation with companies, and enable public administrations to drive innovation in and through the public sector.

The ATTRACT project seeks to contribute to both creating new scientific knowledge and commercializing the considerable scientific knowledge that are being created from projects such as the Large Hadron Collider and its associated investigations at CERN. The aim is to show how open science and open innovation can be combined in order to lead to a number of potential new business opportunities. Scientists and students from 8 top centres around Europe have joined forces with entrepreneurs and investors to invent new services and products, and to accelerate the development of these specialist detector and imaging technologies for market. The idea is that it should attract new investment to the sector.

The T:OIS project (Total Open Innovation Systems for SMEs) proposes a comprehensive approach to professionalize open innovation management in SMEs. The aim is to deliver an entirely new approach for the management of open innovation practices in SMEs. This will be done through awareness, engagement, and adoption. Creating awareness among hundreds of thousands of SMEs is a difficult but necessary first step. Second, SMEs determined to engage in open innovation need to get prepared to reach out to innovation partners. Third, once an SME is actually collaborating it has to learn to professionally collaborate with its partners. For each of these phases different management tools and indicators to measure the progress will be developed. The project is based on stakeholders’ objectives: Professionalizing open innovation in SMEs requires the commitment not only of SME managers, but also of governments, coaches and advisers, research institutes, large companies, etc.

Title: Development of a tool for assessing key individual and team competencies of startup entrepreneurs
Project Principal Investigator (PI): Joan Manel Batista-Foguet
Financer entity: Ramon Llull University
Amount: 14,000 €
Duration: 15 months
ESADE researchers team: Richard Boyatzis, Rob Emmerling, Ricard Serlavós, Margarida Truningham, Xavier Fernández Marín, Roy Mouawad, Jan Brinckmann, Jaume Villanueva

Team features cannot be inferred from individual members’ characteristics. On one hand, many individual features have no translation at the team-level, one clear example are personality traits. In fact, while personality has been found to explain individual performance at certain tasks, it may bear little to no weight on the overall team performance, particularly in self-managed teams wherein shared leadership tends to prevail. On the other hand, there also exist team characteristics, which have no correspondence at the individual-level. For instance, a team’s enthusiasm may come from no one member in particular, but rather from the quality of relationships between members. In such cases, when emotion works as an asset for the team, it is often said that “the team is more than the sum of its parts”. Yet, since emotion pervades all human interactions, whenever
It is neglected or mismanaged in a team, tension or conflict may arise turning teamwork into something far worse than working apart. Concerned with such issues, social psychologists specializing in team effectiveness and group processes and have identified and validated many group-level constructs that promote several valuable team outcomes. Among these, group efficacy (Gibson, 1999), group identity (Ashmore, Deaux, & McLaughlin-Volpe, 2004; Peteraf & Shanley, 1997), group emotion (Barsade, 2002; Barsade & Gibson, 2007; Kelly & Barsade, 2001) and, of special interest to us, group emotional intelligence (Côté, 2007; Jordan & Troth, 2004; Jordan, Ashkanasy, Hartel, & Hooper, 2002) and its corresponding competencies (Druskat & Pescosolido, 2006; Druskat & Wolff, 2001a, 2001b; Koman & Wolff, 2008), which have already been found to significantly affect team performance. Thus, the success of entrepreneurial projects depends largely on the quality of human resources and on the good use of appropriate competencies by the participants. This premise has lead businesses to embark in costly training programs, or search of synergies which could boost entrepreneurial teams’ performance. However, there’s an evident lack of fine-tuned specialized entrepreneurial skills assessment tools.

Title: **Capital and Labour Markets: Theory and Applications**

Project Principal Investigator (PI): Ariadna Dumitrescu  
Financer entity: Ramon Llull University  
Amount: 31,800 €  
Duration: 15 months  

ESADE researchers team: Anna Bayona, Luca Del Viva, Carolina Villegas, Petya Platikanova, Ioana Schiopu, Calin Arcalean, Carmen Ansotegui, Mennatalla El Hefnawy

Recent developments in the world economy have brought capital markets to the forefront of both academic and public debates. This project studies critical developments related to the organisation of capital and labour markets and their policy implications for regulation. The analysis combines contributions from financial economics, international economics and public finance. It relies on theoretical, experimental as well as econometric modelling, encompassing micro- and macro-economic perspectives.

In the first part, we will examine a critical aspect of the current environment by reconsidering the extent to which financial intermediation, market discipline, current regulations and firm-initiated disclosure are efficient in mitigating asymmetric information problems and other market imperfections with significant economic impact. The recent crisis and its economic consequences have highlighted the need for a better understanding of the nature of these problems and necessary reforms. The purpose of this investigation is to gain a better understanding regarding: the behaviour of investors in the financial markets; the recent changes in financial markets and their effect on the performance of financial markets; which are the new sources of funds used by companies and the relevance of corporate disclosure in mitigating information asymmetry problems. We aim to develop theoretical models that emphasize how transparency and disclosure of information affects the asymmetry of information and therefore the behaviour of different type of investors in financial markets. We will analyze both theoretically and empirically the response of investors to the disclosure of material information regarding the companies or the composition of their portfolios. We will also study empirically the question to which extent the new financing alternatives (shadow banking and new platforms that arise as means of credit and payments) are a small part of the supply and demand of funds or are a real alternative to the traditional banking and capital markets system, the role it has in financing for growth options firms, the impact it has on systematic risk and its role for the regulation. In the second part, we will provide a macroeconomic perspective of recent developments in the labor and capital markets in open economies. This line of research explores market inefficiencies that impact country level output growth. Income divergence across countries can arise from differences in factors of production, technology differences or the interaction of the two. In particular, we will focus on the effects of strategic public policies for capital accumulation, the effects of technology diffusion on the composition of the labor force, and the role of international capital flows in technology transmission. The financing required is going to be used for facilitating the application process for a competitive call. First, we require financing for the preparation of the proposal. We need help in introducing the information in the curricula vitae (given that a new template is required and all the CVs have to be uploaded), search of bibliographical references, the organization of information and for language editing of the proposal. Second, we need financing for small equipment and consumables necessary also for the preparation of the proposal. Third, we require financing for research stays to improve our network. Our visits in the universities abroad have a twofold objective: to find new collaborators that might have common research topics and could be interested to join the project and to collect constructive feed-back about our research project. Finally, we would like to be able to invite some of our current co-authors to visit ESADE with the objective of presenting them the group and the research project and potentially co-opt them in the project.
Title: Sistema de mejora de la gestión de conflictos

Project Principal Investigator (PI): Teresa Duplá Marín
Financer entity: Ramon Llull University
Amount: 5.000 €
Duration: 15 months
ESADE researchers team: Lola Bardaji Galvez, Sandra Enzler Fandos, Sara Pons Marty, Paula Dominguez Tristan, Juan Pedro Aznar Alarcon, Juan Pablo Correa del Caso

Una de las áreas de estudio todavía no desarrollada en nuestro país es la que se centra en el análisis de los conflictos, externos e internos, que se producen en toda la cadena de negocio de una empresa o una institución. Se trata de un área desarrollada en las últimas dos décadas en EEUU, principalmente provocada por el incremento del uso de sistemas alternativos de resolución de conflictos en las empresas y por la existencia de sectores empresariales con un elevado índice de conflictividad e interesados en analizar, gestionar e innovar estratégicamente en este ámbito del negocio. Los estudios en EEUU se han centrado en las empresas americanas de mayor potencial económico (Fortune 1000), con unos resultados muy positivos, tanto en cuanto a la creación de sistemas o modelos de gestión de conflictos (Conflict management systems), como en cuanto a la identificación del impacto directo de la introducción y desarrollo de dichos modelos, en la cuenta de explotación de las empresas. La Universidad de Cornell (1998), la American Arbitration Association (2003) y más recientemente la Universidad de Harvard (2013) han liderado proyectos de este tipo con empresas punteras de diferentes sectores en lo que ha venido a denominarse Dispute-wise Business management. A través de estos estudios se ha puesto de manifiesto que un análisis en profundidad de la conflictividad de una empresa o institución permite identificar riesgos, así como introducir mejoras en la gestión de los conflictos que facilitan y conducen a la generación de un cambio cultural de impacto directo en la misma. Nuestro grupo de investigación, en atención a tan exitosos precedentes, y en su objetivo principal de crear conocimiento para transferirlo a la sociedad, pretende liderar una línea de investigación en esta nueva área a través, entre otras acciones, del diseño y desarrollo de un proyecto de estas características en empresas e instituciones de nuestro país, cuyo objetivo principal es, a partir del análisis de la conflictividad (externa/interna o ambas) de una empresa o institución, y con la confección y la presentación de un mapa de conflictos y de riesgos resultante, presentar un informe final de propuestas de mejora de la gestión de los conflictos a las empresas o instituciones intervinientes, y cuya implementación pueda tener un impacto a medio plazo tanto cuantitativo, en la cuenta de explotación de la empresa e institución, como cualitativo, al fomentar una cultura distinta a la hora de gestionar los conflictos. La ayuda solicitada se destinará a la confección del proyecto a presentar.

Title: An extension of the Optimization Water - Energy Model by means of a Qualitative Multi-Criteria Decision Making tool

Project Principal Investigator (PI): Núria Agell Jané and Pedro Linares Llamas (Universidad Pontificia Comillas
Financer entity: Aristos Campus Mundus Association
Amount: 5.000 €
Duration: 12 months
ESADE researchers team: Arayeh Afsordegan, Mar Vila Fernández-Santacruz, Mònica Casabayó Bonàs

Optimization models to analyze the use of renewable energies and water consumption have received increasing attention not only for the research community but also for the industry and business world. In particular the use of these methods to assess the selection of the most suitable types of renewable energy and water consumption models in a geographical area or for a specific purpose is considered as a complex problem, involving technical, economic, environmental, political, and social criteria. Multi-criteria decision-making (MCDM) approaches are powerful tools used for evaluating problems and tackling decision-making involving multiple objectives. MCDM involves structuring decision processes, defining and selecting alternatives, determining criteria formulations and weights, applying value judgments and, finally, evaluating the results to make decisions. As a second objective, we plan to apply the results obtained in a real case of a tourism destination, understood as a geographical area of different dimensions focused on tourism activities as one of the main sources of income for the territory. Tourism has received increasing attention as a low-impact, non-wasteful development option for many countries. This positive view contrasts with the fact that some elements of the tourist activity are potentially harmful to the environment. In addition, objectives for improving the competitive position of tourist destinations encourage reflection on the need to adapt tourism products to environmental trends in demand. However the current proliferation of awards, labels and endorsements has confused consumers. As a consequence, tourist destination planning is integrating economic development with land conservation. For this reason, an important decision for a tourism destination is whether or not to establish renewable energy and water consumption systems in a given place or area. To decide which renewable energy source or combination of sources is the best choice is considered a key factor, not only to avoid environmental harm but also as a way to attract customers swayed by ‘green’ features. Finally, the study and viability of a software tool to help tourism destination managers in the assessment of alternatives for energy planning and water resources management will be considered in this project.
La democratización de la empresa: Análisis de los nuevos roles políticos de la empresa en un contexto de transformación del Estado de bienestar, derechos humanos, la educación ejecutiva y el diálogo con los stakeholders

Project Principal Investigator (PI): Laura Albare (Universidad de Deusto) and Daniel Arenas Vives
Financer entity: Aristos Campus Mundus Association
Amount: 3.000 €
Duration: 12 months
ESADE researchers team: Josep M. Lozano, David Murillo

La investigación del CDI se centra en el análisis de los nuevos roles políticos adoptados por las empresas en el marco de la globalización y la gobernanza global y en el contexto del profundo proceso de democratización política del Estado de Bienestar respondiendo a las nuevas demandas que la sociedad hace a las empresas globales y a las críticas de los movimientos sociales pidiendo un proceso de democratización de la empresa. Dentro de este contexto, el debate académico en el que se basa el CDI pretende desarrollar una nueva teoría de la empresa más allá de las teorías existentes como la teoría del principal-agente (Berle-Means, 1932), las teorías económicas del comportamiento o teorías del comportamiento administrativo (Simon, 1947; March y Simon, 1958; Cyert y March, 1963), la teoría de la economía de los Costos de Transacción (Williamson, 1975, Williamson, 1985) o la teoría de los recursos y capacidades (Penrose, 1959, Chandler, 1990). La nueva teoría sobre la que trabaja el CDI forma parte de una discusión teórica impulsada por diferentes grupos de investigación en Europa y Estados Unidos, entre ellos este equipo de Deusto Business School-ESADE que inicio su trabajo hace unos años sobre las políticas públicas de RSE en Europa publicando conjuntamente: Lozano, J. M., Albareda, L., Ysa, T., Roscher, H. & Marcuccio, M. (2008). Governments and corporate social responsibility: Public policies beyond regulation and voluntary compliance. Basingstoke: Palgrave MacMillan. Este debate ha derivado actualmente en el concepto que se conoce como “Política CSR” (Scherer y Palazzo, 2007). La política CSR parte de la investigación sobre la evolución de la ética empresarial y del concepto de responsabilidad social de la empresa y las implicaciones políticas que se han derivado. Las empresas han adoptado nuevos roles políticos respondiendo a las transformaciones del Estado de bienestar y a las demandas de diálogo con los stakeholders. Por ello, teniendo en cuenta teorías como la de J. Habermas o E. Ostrom se debate sobre la democratización de la empresa o bien la “empresa deliberativa” teniendo en cuenta el diálogo y las nuevas relaciones de dialogo y debate con diferentes stakeholders o grupos de interés, como los consumidores, las ONG ecologistas. El CDI se basa en el estudio de los roles políticos que las empresas han adoptado en ámbito como la defensa de los derechos humanos, la participación en marcos de gobernanza global como el Pacto Mundial de Naciones Unidas, los Principios del Milenio de Naciones Unidas (Matten y Crane, 2005; Scherer y Palazzo, 2007), el desarrollo de las memorias de empresa integradas. Este debate se basa en conceptos como la gobernanza global y el papel de la empresa en el contexto global de la responsabilidad social y el diálogo con los stakeholder en los cuales los miembros de este equipo de investigación han generado diferentes artículos académicos en los últimos años. Teniendo en cuenta el contexto cambiante de los negocios en la sociedad global, los objetivos de investigación del CDI son: 1. Estudiar el impacto de los nuevos roles políticos adoptados por la empresa entorno la Responsabilidad social y explicar su impacto en la teoría de la empresa. Estudiar la literatura que ha emergido en torno la “política CSR” en los últimos años para clasificarla y determinar su impacto desde el punto de vista de la filosofía política, la teoría de la empresa y la responsabilidad social de la empresa 2. Generar una nueva teoría de la empresa deliberativa basada en las nuevas formas de diálogo, colaboración entre las organizaciones y los grupos de interés. 3. Estudiar las implicaciones de estas transformaciones políticas de la Responsabilidad social de la empresa en la educación universitaria y en el diseño de nuevos programas de gestión y dirección de empresas, generando nuevas formas educativas en valores.
AGENCIES’ EVALUATION

ACCREDITATIONS

**Bertini, Marco**  
*Advanced research accreditation issued by AQU* (The Catalan University Quality Assurance Agency)  
04/2015

**Collet, François**  
*Research accreditation issued by AQU* (The Catalan University Quality Assurance Agency)  
04/2015

**Ragozzino, Roberto**  
*Advanced research accreditation issued by AQU* (The Catalan University Quality Assurance Agency)  
04/2015

MERITS IN RESEARCH EVALUATED ACCORDING TO SIX-YEAR PERIODS OF RESEARCH

**Batista Foquet, Joan Manuel**  
*5th period*  
Merits in research issued by ANECA (The National Agency for Quality Assessment and Accreditation of Spain)  
06/2015

**Arenas Vives, Daniel**  
*2nd period*  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

**Agell Jané, Núria**  
*2nd period*  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

**Bisbe Viñas, Josep**  
*2nd period*  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015
Ysa Figueras, Tamyko  
2nd period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

Almirall Mezquita, Esteve  
1st period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

Busquets Carretero, Xavier  
1st period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

Férez Fernández, Manuel  
1st period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

Schiopu, Ioana Cosmina  
1st period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

Trullén Fernández, Jordi  
1st period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015

Wiengarten, Frank  
1st period  
Merits in research issued by AQU (The Catalan University Quality Assurance Agency)  
01/2015
AWARDS

Aguilera Vaqués, Ruth
Jain, Tanusree
Best Paper Award for Business Ethics and CSR Track
Consejo Latinoamericano de Escuelas de Administración (CLADEA)
09/2014

Gimbert Ràfols, Xavier
Mejor profesor del Corporate MBA Universidad del Pacífico y ESADE
Universidad del Pacifico (Lima, Peru)
03/2015
Financial Times: ESADE 10th Best MBA for Entrepreneurship

ESADE MBA has been ranked 10th worldwide for Entrepreneurship by the Financial Times. ESADE is one of only three European Business Schools appearing in the top-ten list and the only one from Spain. Key assessment criteria show ESADE was particularly highly appreciated in terms of the kind of support provided to its MBA students with their entrepreneurial ventures: ESADE was ranked 3rd in Alumni Network (the extent to which the alumni network helped them start a company) and 5th in School - Start (the extent to which the business school helped start the company), “with the school’s Entrepreneurship Institute providing students with the resources and space they need”, according to Financial Times.
NEW RESEARCH ORGANIZATION: KNOWLEDGE CREATION CENTERS AT ESADE

A new distinction among Research Centers and Think Tanks is developed at ESADE among Knowledge Generation Centers. In ESADE we positively acknowledge the different paths to develop knowledge and this classification aims to identify what the centres are created for, their team composition, their outputs and how they are assessed annually and on a 4-year basis.

Umbrella Centers are promoted to group types of knowledge centers (research centers and think tanks, various think tanks, or various research centers together). The aim is to achieve significant critical mass and generate economies of scale (in terms of recruitment, etc.).

Knowledge Creation Centers at ESADE
Research Centers and Think Tanks

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<tr>
<th>Mission</th>
<th>RESEARCH CENTERS</th>
<th>THINK TANKS</th>
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| • Carry out basic research  
• Maintain a presence in international academic debates on the state of the art of specific disciplines  
• Create new knowledge and solutions to improve societal and organizational problems  
• Maintain academic methodological rigor | • Carry out focused research  
• Serve as a reference in global social debates  
• Create knowledge and solutions designed to participate in the debate (lobbying) about how to improve societal and organizational problems (propose alternatives)  
• Maintain academic methodological rigor | |
| Senior Researcher profile (IP) | Professor with a research profile | Professor with a Professional / Research profile |
| Team composition | PhDs (core)  
Researchers, PhD candidates and research assistants + other faculty profiles  
Number of team members: according to URL and AGAUR Research Groups criteria | Serve as professional references in their respective fields  
PhDs (at least 1 playing a central role)  
Number of members: single-member groups should not be created |
| Financing | Primarily:  
Competitive research projects (sine qua non), both international and national  
Recognition, financed as a Research Group by the AGAUR agency  
Grants, FI, and similar funding sources for research personnel | Primarily:  
Funding primarily from companies and institutions (sine qua non)  
Competitive international and national transferal projects (also to teaching) |
<p>| Desirable: | Research projects with companies and institutions | Desirable: |
| | | • Competitive research projects |</p>
<table>
<thead>
<tr>
<th>Outputs / Performance indicators</th>
<th>Center creation and review of results</th>
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| • Publications in impact-factor journals  
  • Aspire to publish in the best quartiles in each area of specialization  
  • Direct PhD theses  
  • Win competitive research projects  
  • AQU research and advanced research accreditation and Merits in research issued by ANECA and AQU agencies (research area)  
  • Additionally, publish work with internationally prestigious academic publishers (books and chapters)  
  • Participation in international networks  
  • Present papers in first-order academic conferences | • Research proposal presented to the Vice Dean of Research as an ESADE, URL, or AGAUR group  
  • Annual review and approval by the Vice Dean of Research  
  • Initial approval for a 4-year renewable term | • Business Plan proposal presented to the Vice Dean of Research: objectives, senior researcher, think tank members, committed financing and 4-year budget, competitive analysis, alliances and partnerships, products and impact.  
  • Initial approval for 4 years, renewable, with a review of financing criteria every 2 years (non-fulfilment may lead to re-evaluating the need for its existence) by ESADE’s Executive Committee |

With this criteria, the current composition of ESADE’s Knowledge Generation Centers (April 2015) follows:
ESADE’S KNOWLEDGE GENERATION CENTERS (April 2015)
ESADE
Research Day
Friday July 10th
Join the research community at:
esade.edu/researchday