When we think about the competences that distinguish a good researcher, what do we mean? Their scientific knowledge? Their procedural skills? Their motivations or more profound personality traits?

More specifically, in the absence of contextual pressures and explicit or symbolic rewards, what intrinsic drivers lead people to engage in research activity? Is it perhaps for the sheer satisfaction of it (Bulletin No 11) “while trying to accomplish models of excellence” (A. MacIntyre)?

The answer to these questions is unclear. However, recruitment of researchers (doctoral students, lecturers, assistant researchers, etc.) is currently carried out based mainly on academic credentials and it is assumed that the prospective researcher will have sufficient motivation to perform their task properly. Because logically, the latter, the motives, are much more difficult to measure in advance and (unfortunately) to develop at a later stage.

Is this a naïve approach? Of course, but it is much more naïve not to bear in mind that this is the situation and the assumption made by both institution and researcher when they decide to collaborate and establish their expectations. In the case of institutions, research is part of their mission and the results of this research enhance institutions’ prestige; in the case of researchers, they believe they will receive encouragement and the conditions necessary to carry out their activities.

Joan Manuel Batista-Foguet
ESADE. University Ramon Llull

PS. By the way, any contributions/publications (academic article, book chapter, etc.,) you make should be signed with the above affiliation.
Over the last decade, Corporate Social Responsibility (CSR) has been defined first as a concept whereby companies decide voluntarily to contribute to a better society and cleaner environment and, second, as a process by which companies manage their relationship with stakeholders (European Commission, 2001). Nowadays, CSR has become a priority issue on governments’ agendas. This has changed governments’ capacity to act and impact on social and environmental issues in their relationship with companies, but has also affected the framework in which CSR public policies are designed: governments are incorporating multi-stakeholder strategies. This article analyzes the CSR public policies in European advanced democracies, and more specifically the EU-15 countries, and provides explanatory keys on how governments have understood, designed and implemented their CSR public policies. The analysis has entailed the classification of CSR public policies taking into consideration the actor to which the governments’ policies were addressed. This approach to the analysis of CSR public policies in the EU-15 countries leads us to observe coinciding lines of action among the different countries analyzed, which has enabled us to propose a ‘four ideal’ typology model for governmental action on CSR in Europe: Partnership, Business in the Community, Sustainability, and Citizenship, and Agora. The main contribution of this article is to propose an analytical framework to analyze CSR public policies, which provide a perspective on the relationships between governments, businesses, and civil society stakeholders, and enable us to incorporate the analysis of CSR public policies into a broader approach focused on social governance.

Álvarez Álvarez, Jose Luis
Svejenova Nedeva, Silviya
Vives de Prada, Luis
Leading in Pairs.
Sloan Management Review

The image of one omnipotent and charismatic CEO, alone at the top of the company, is closely held both in business theory and practice. But the authors argue that under the right conditions, co-chiefs — two or even three individuals sharing the top job — can benefit the organization because different leadership styles and competencies are simultaneously available to most effectively deal with differing situations. Notable examples past and present include Google, IMAX, Merrill Lynch and Goldman Sachs. From their study of over 100 companies that adopted power-sharing — sometimes productively, sometimes not — the authors conclude that it is most likely to work when the relationship between the co-CEOs evinces complementarity, compatibility and commitment. Further, careful design of the leaders’ shared and separate responsibilities — especially regarding communication mechanisms (for external constituents, inside the organization and between each other) — is required. Lastly, it is essential that there be co-evolution, in which each of the co-leaders show willingness to change over time and allow their relationship to further develop. In that spirit, the authors offer seven practical “rules of engagement” for forming power-sharing structures with good potential for success, for ensuring smooth day-to-day functioning and for adjusting these relationships as conditions change.
The article describes Multiasistencia, a firm that presents a unique business model by the coordination of repair services in Spain, France, UK and Portugal. The firm acts as a Orchestrator implementing a Business Network Operating System (BOS) with the extensive use of the Internet, Web Services and Mobile Systems for ensure service to some 9.000.000 end users, 100 corporate firms as banks and insurers managing a network of 11.000 trade professionals. Firm ensures response times, quality and performance.

In this article we compare regression models obtained to predict PhD students? academic performance in the universities of Girona (Spain) and Slovenia. Explanatory variables are characteristics of PhD student?s research group understood as an egocentered social network, background and attitudinal characteristics of the PhD students and some characteristics of the supervisors. Academic performance was measured by the weighted number of publications. Two web questionnaires were designed, one for PhD students and one for their supervisors and other research group members. Most of the variables were easily comparable across universities due to the careful translation procedure and pre-tests. When direct comparison was not possible we created comparable indicators. We used a regression model in which the country was introduced as a dummy coded variable including all possible interaction effects. The optimal transformations of the main and interaction variables are discussed. Some differences between Slovenian and Girona universities emerge. Some variables like supervisor?s performance and motivation for autonomy prior to starting the PhD have the same positive effect on the PhD student?s performance in both countries. On the other hand, variables like too close supervision by the supervisor and having children have a negative influence in both countries. However, we find differences between countries when we observe the motivation for research prior to starting the PhD which increases performance in Slovenia but not in Girona. As regards network variables, frequency of supervisor advice increases performance in Slovenia and decreases it in Girona. The negative effect in Girona could be explained by the fact that additional contacts of the PhD student with his/her supervisor might indicate a higher workload in addition to or instead of a better advice about the dissertation. The number of external student?s advice relationships and social support mean contact intensity are not significant in Girona, but they have a negative effect in Slovenia. We might explain the negative effect of external advice relationships in Slovenia by saying that a lot of external advice may actually result from a lack of the more relevant internal advice.

In this article, we explain how the United States is attempting to curb financial statement fraud within their own country and what Europe can do to learn from their mistakes. We begin with a discussion of the significant cost of fraud and corruption to both companies and the economy. We then present classic fraud theory, along with our own expanded model and explain how the model can help European firms.

In Interorganizational adaptation in Supply chains: an empirical examination of buyer-supplier dyads in the European food industry.

The International Journal of Logistics Management
This paper aims to develop the concept of interorganizational adaptation (IOAD) in customer-supplier dyads, and more specifically its behavioral dimension and its main impacting factor constituted by power. Building on social capital literature, the paper develops a comprehensive classification of behavioral IOAD. The proposed cognitive, relational and structural subdimensions are explored through an embedded multi-case study in the European food industry. Data are collected at both sides of the dyads providing a rich account of supply chain partnering. The cases show that acknowledgement and understanding of the behavioral dimension of IOAD, besides the more elaborated technical dimension, aids in explaining several paradoxical situations. Furthermore, the case data confirm the projected relationship between power and technical IOAD; dominated relationships present unilateral technical IOAD, whereas reciprocal relationships present bilateral technical IOAD. Analysis of a deviant case, however, suggests that the impact of power is weakened by the presence of behavioral IOAD.

Kusyk, Sophia
Lozano Soler, Josep Maria
A four-cell typology of key social issue drivers and barriers of SME social performance.
Corporate Governance: The international journal of business in society.
Vol. 7, No. 4, 2007, p. 502 - 515

The purpose of paper – Small and medium enterprises (SMEs) are often neglected in the context of business and society theory building. The purpose of this article is to build a model of why SMEs address social issues by integrating internal and external drivers and barriers to social performance (SP). Design/methodology/approach – Using thematic analysis, barriers and drivers to SME social performance are clustered along key stakeholders and presented in a theoretical model. The analysis dates from 1973 until 2006 and is grounded in an extensive literature review that represents a total of 83 countries. It includes academic and practitioner accounts stemming from theoretical and empirical work, as well as conference proceedings. A total of 80 drivers and 96 barriers to SME high social performance are identified. Findings – This paper develops an SME four-cell ideal type of social issues management (SIM) response typology based on drivers and barriers of social performance. Practical implications – The importance of understanding barriers and drivers to social responsibility (SR) of SIM for stakeholder theory, policy makers, and practitioners is discussed, concluding with implications for further SME-SR research. Originality/value – The four-cell typology considers the theoretical claims of stakeholder theory within the context of SMEs and proposes a heteronomy of stakeholder salience. Keywords Small to medium-sized enterprises, Social responsibility, Stakeholder analysis Paper type - Conceptual paper

Parada Balderrama, Pedro Alfonso
Bieto Caubet, Eugenia
Fast-Growth companies on developed and developing economies: a comparative study on entrepreneurial diversification strategies
Parada, P.; Moreira, J. & Bieto, E.
Frontiers of Entrepreneurship Research
2006, p. 1 - 10

We look at corporate entrepreneurship initiatives towards diversification into new businesses also referred to corporate venturing. Therefore, we study the relationship between growth and business diversification. We compare a developed country, Spain, to a developing one, Mexico. Our sample includes 171 multinational industrial companies of which 118 are Spanish and 53 are Mexican. Indeed we cover 855 observations. Multinational means at least one productive facility abroad. Also, at least 51% of the property is in the hands of local investors and the head office is located in the country of origin. Most of them are family businesses, ranging from first to third generation of entrepreneurs. Our results show that in developed economies there seems to be a Double-U model that explains better the growth-diversification relationship. An initial explanation is that there might be two different strategies. One that engages on exploration of new business opportunities beyond current capabilities and resources which is cornerstone to the field of entrepreneurship. In the case of developing economies the inverted-U model reflects better the growth-diversification relationship. An initial explanation is that diversification generates opportunities for exploiting adjacent business opportunities. However, exploration activities, entrepreneurship into arenas seem more difficult due to the adverse context generated by the lack of institutions such as venture financing activities, among others. At least two implications arise of our results. First, those companies in developing countries diversify to neutralize the adverse environment and find growth opportunities. Their entrepreneurial capability is limited by the adverse environment. Second, in developed economies related diversification is driven mainly by the search of exploitation opportunities of existing resources and capabilities. Notwithstanding, the favorable institutional context allows the companies to engage into the exploration of new opportunities in new businesses mirrored in unrelated diversification. In developed economies strategy and entrepreneurship could be brought closer when conceived as two possibilities viable to any company. Companies have the option to remain conservative or become entrepreneurial.
Based on a longitudinal, inductive study of a critical case from a cultural sector, this article explores how institutional entrepreneurs initiate change. Our explanation points to four mechanisms: creativity that generates continuous flow of new ideas; theorization that takes stock of these ideas; reputation within and outside the field that endorses ideas as worthy of attention, and dissemination that brings ideas to the public domain. As novel ideas challenge received practices in the field, paradoxes of logics and identity emerge and provide potential for change. The study contributes to institutional theory by examining a preliminary, understudied stage of institutional change that provides a potential for change. Further, it shows how institutional entrepreneurs engage in the theorization and dissemination of their work. Finally, it reveals how reputation plays a critical role in the dissemination of new ideas and thus in the shaping up of the paradoxes and the potential for change.
El hábito de pensar en la Unión Europea como en un conjunto de economías más que como en una área económica única continúa arraigado. Ciertamente, hay razones para singularizar a los países componentes de la Unión Europea. Los Estados miembros son países soberanos que continúan gestionando buena parte de su política económica, lo que da pie a las peculiaridades propias y la consiguiente segmentación del mercado europeo. Sin embargo, doce de los Estados miembros comparten moneda y política monetaria comunes, formando la zona euro. El Banco Central Europeo, con sede en Frankfurt, dicta las condiciones monetarias a las que se ven sujetos todos los países miembros de la zona, y lo hace teniendo en cuenta la evolución del nivel de precios en el conjunto de la zona, no en un país en particular. Así, el tipo de interés a corto plazo que puede esperar un país miembro no depende de sus condiciones económicas, sino de las condiciones económicas agregadas de la zona, lo que por sí solo da sentido y hace ineludible el análisis de la zona euro como área económica única. La estructura de esta sección del Informe Económico se dibuja sobre esta premisa de partida. Comienza con un repaso al entorno económico mundial que permite establecer las condiciones globales que subyacen en el análisis posterior de la zona euro, y termina descendiendo a la realidad más inmediata de la economía española.


Dentro de este desorden y cierta crisis del modelo vigente, podemos explicar muchos comportamientos a través de la reflexión de un investigador americano “cualquier persona puede hacer cualquier cantidad de trabajo, con tal de que no sea el trabajo que se supone debe estar haciendo en ese momento”. ¿Cuál es el trabajo que toca ahora en el mercado agrario?, dicho con toda la humildad a un mercado que, si algo ha hecho históricamente, es ante la duda trabajar más. Intentamos plantear una respuesta mediante cuatro máximas, ordenadas en el orden de causa-efecto: lo que haga el cliente conllevará consecuencias para el resto de la cadena.
Uno de los fenómenos económicos de los que se ha hablado en los últimos meses es el de la pérdida de peso específico de los salarios dentro del agregado de Renta Nacional: entre 2000 y 2005 la reducción ha alcanzado los 2,5 puntos porcentuales, y esto ocurre en un periodo caracterizado por la creación de empleo. Diversos medios han recogido las hipótesis de ciertos sectores del mundo académico y político afirmando que el motivo de esta reducción debe buscarse en los flujos migratorios. Desde esta perspectiva, la inmigración se analizaría como un aumento de oferta laboral en el mercado del trabajo y, ante un supuesto exceso de oferta, el ajuste del mercado llevaría a una reducción. Según mi opinión, el análisis anterior es incompleto y apresurado, a pesar de la lógica microeconómica que lo sostiene. El objetivo de este artículo es mostrar que existe un segundo análisis posible, en el que la inmigración no sería la causa de la evolución de los salarios, sino más bien un efecto. Que las causas reales de dicha evolución son otras, entre las que señalaremos tres: el modelo de crecimiento español, la segmentación del mercado laboral español y la globalización del mercado laboral a nivel mundial.

Full-Text

Although not a recent phenomenon, over the last few years the internationalisation of Spanish business schools has acquired considerable visibility. The rankings of prestigious international newspapers and magazines (such as Business Week, Financial Times, The Wall Street Journal and The Economist Intelligence Unit) have revealed the prominence achieved by Spanish business schools in the international scenario.

The paper first describes the Spanish university system, then goes on to analyse the history and evolution of management education in Spain, with special emphasis on the process of internationalisation followed by the main Spanish business schools. It ends by presenting the main future challenges facing Spanish business schools.

La internacionalización del comercio ha aumentado su importancia considerablemente a lo largo del s. XX. Esa mayor importancia implica que no puede dejarse que cada país lleve a cabo su política comercial unilateralmente; es decir, prescindiendo de los demás.
Por ello se precisan organizaciones supranacionales. La Organización Mundial del Comercio se "ocupa de las normas que rigen el comercio entre los países". Los acuerdos de liberalización comercial son el resultado de dichas negociaciones, llamadas rondas. La actual, aunque debería haberse denominado Ronda Seattle, fue bautizada como Ronda Doha o "ronda del desarrollo". El 24 de julio de 2006, después de casi cinco años de continuas disputas, se suspendió de forma indefinida. ¿Qué disputas tuvieron lugar para declarar dicha suspensión? ¿Quiénes fueron los responsables del fracaso? ¿Qué sucederá con la OMC? Si se eliminara, probablemente agradaría a muchos críticos de la organización y a los enemigos de la globalización. No obstante, en estos instantes es lo único que tenemos para evitar que en el comercio internacional reine sin freno la ley del más fuerte.

**BOOKS, BOOK CHAPTERS AND OTHER CONTRIBUTIONS**

**BOOKS**

**Novedades en la Ley de Propiedad Intelectual**


Colección de Formación Continua Facultad de Derecho de ESADE, Nº3

Novedades en la Ley de Propiedad Intelectual tiene por finalidad analizar determinados aspectos de la reforma a la Ley de propiedad intelectual por la incorporación de la Directiva 2001/29/CE, relativa al derecho de autor y los derechos conexos al derecho de autor en la sociedad de la información. Los temas tratados han sido objeto de debate en la Jornada, organizada por la Facultad de Derecho de ESADE en octubre de 2006, en un foro abierto en el que participaron representantes de los titulares de derechos de autor y derechos conexos al derecho de autor, representantes de las empresas que explotan contenidos protegidos por el derecho de autor y empresas tecnológicas, cuyo ámbito de actividad se encuentra afectado por la regulación del derecho de autor. Las opiniones de los expertos en relación con los problemas que se suscitan en la práctica, así como el estudio de los cambios introducidos en la Ley de Propiedad Intelectual, por la Ley 23/2006 de 7 de julio, es objeto de análisis por el equipo de profesoras del Máster IP&IT – ESADE, facilitando a los interesados en el estudio y actualización de la normativa sobre propiedad intelectual una herramienta útil para alcanzar su objetivo. No es el ánimo de esta publicación un estudio exhaustivo de la reforma, sino aportar al mundo profesional una opinión seria y objetiva de la problemática en torno al derecho de autor en temas muy concretos pero de gran trascendencia económica para el desarrollo del derecho de autor en la sociedad de la información.

**Els Valors dels catalans**


Catedra LideratgeS i Governança Democràtica.

Observatori dels valors

Aquest volum reuneix les principals aportacions dels quatre primers informes de l'Observatori del Valors. L'Observatori dels Valors pretén estudiar periòdicament aspectes in àrees clau dels valors catalans. Els temes inclòs en aquest volum són la relació dels joves i els valors, el valor de la participació ciutadana, els valors de la identitat i la diversitat i el valor de la qualitat humana.
Cantó Milà, Natàlia (Directora Colección)
Castiñeira Fernández, Angel (Director Colección)
**Participació ciutadana: el compromís amb la vida pública.**
Francisco de la Torre
Càtedra LideratgeS i Governança Democràtica.
Observatori dels valors; Nº 3

Aquest treball ens apropa a la temàtica de la participació ciutadana i al valor de la vida pública a la Catalunya d’avui i del futur. Certa desafecció dels ciutadans en els comics electoral i en l’afiliació a partits polítics ens porta a preguntar-nos si les formes de participació democràtica tradicionals són avui encara les més adequades. La participació ciutadana no és una virtut que neix automàticament a partir de la instauració d’un règim polític democràtic. El nostre sistema democràtic reclama ciutadans actius i reflexius que participin en els assumptes actius i reflexius que participin en els assumptes de la vida pública, amb il·lusió i esperança. Aquest estudi ens il·lustra les raons per les quals això és necessari i ens inspira per saber com arribar-hi.

Cantó Milà, Natàlia (Directora Colección)
Castiñeira Fernández, Angel (Director Colección)
**Qualitat humana: com entendre la qualitat humana.**
Jordi Collet, Marta Fernández
Càtedra LideratgeS i Governança Democràtica.
Observatori dels valors; Nº 4

Aquest treball vol apropar-nos al tema de la qualitat humana com a valor fonamental per a a la Catalunya d’avui i del futur. Parlar de qualitat humana va molt més enllà de debatre un simple concepte. Ens remet a tot un univers de sentit, a un sistema articulat de valors i a uns codis d’actuació, a tot allò que cal transmetre d’una generació a una altra. El llibre vol obrir amb força un debat sobre si l’aposta social majoritària és pels valors de la qualitat humana o per valors contraris, i proposa una perspectiva de la qualitat humana basada en un triple compromís: amb el jo, amb els altres i amb l’entorn. Els valors de la qualitat humana (dignitat, integritat, respecte…) apareixen justament com a resultat d’una visió de la persona, de la societat i el país que aspiren a ser millors.

Mellén Vinagre, Teodor
Sáez Giel, Lluis
Cantó Milà, Natàlia (Directora Colección)
Castiñeira Fernández, Angel (Director Colección)
**Joves i valors: que mou els nostres joves?**
Càtedra LideratgeS i Governança Democràtica.
Observatori dels valors; Nº 1

Aquest treball ens apropa a la realitat dels joves d’avui a Catalunya a través dels seus valors. El llibre relaciona els joves amb els nous “valors” postmoderns, i ahora descriu com els seus estàndards individuals s’edifiquen sobre les runes de valors socials abans hegemònics. Amb la pèrdua de prestigi de les institucionstradicionals, ens trobem davant un pluralisme atomitzat de cosmovisions que es disputen en peu d’una discutible igualtat el difícil tema dels valors i de les orientacions vitals. El llibre mira d’obrir un debat sobre la situació actual dels nostres joves, els seus problemes i les possibilitats de superar-los a través d’un nou compromís de tots en una millor socialització dels joves.

Muñoz Sabaté, Lluis
**Introducción a la probática**
Coleción de Formación Continua Facultad de Derecho de ESADE, Nº 1

La probática es una epistemología de la prueba concebible como ciencia aplicada para lograr, partiendo de una previa actividad investigadora, la reconstrucción de los hechos en el proceso judicial al objeto de poder sentar su evidencia. Su relación con el derecho procesal, y más concretamente con el derecho probatorio es puramente instrumental ya que este último sólo le facilita y a veces coarta los medios para que aquella pueda rendir su finalidad. En las facultades de derecho de corte romanístico, no
ya la probática, sino ni tan siquiera el derecho probatorio constituyen disciplinas desgajadas del derecho procesal, y sólo aparecen y prosperan como meras habilidades que se enseñan sin método ni concierto en las pasantías o en algunas escuelas de práctica jurídica. La probática atiende a los múltiples y diversos objetos de prueba que se dan en la vida del derecho a los cuales clasifica y sistematiza en temas probandi dando de cada uno de ellos una experiencia cognitiva que se resuelve en un haz de inferencias, principios derivados de las ciencias naturales y máximas de experiencia, que a su vez son argumentados y orientados a la prueba del caso en concreto. La enseñanza de la probática facilita la búsqueda y hallazgo de las diferentes fuentes de prueba y ayuda al mejor empleo de los medios que el derecho probatorio pone a disposición de abogados, jueces y peritos. Pero esta enseñanza se convierte a su vez, para quienes la profesan o se sienten atraídos por ella en un reto para penetrar con afán investigador en las todavía inexplotadas parcelas y sobrevenibles dimensiones que presenta esta disciplina. Ya es hora que al vulgar perfil semántico del término “prueba” se le otorgue toda la importancia metodológica que merece. De ahí el diseño de este Introductor a la Probática que pretende aclarar muchas cuestiones sobre la búsqueda del hecho histórico, objetivo en el que coinciden jueces, abogados y otros investigadores relacionados con este problema.

Oller Sala, Dolors
Cantó Milà, Natàlia (Directora Colección)
Castiñeira Fernández, Angel (Director Colección)
Identitat i diversitat : sabrem conviure en la diversitat?
Catedra LideratgeS i Governança Democràtica.
Observatori dels valors ; Nº 2

El vínculo entre inmigración (diversidad) y pertenencia a la comunidad nacional (identidad) es de gran transcendencia para el futuro de Cataluña. Este treball vol apropar-nos al tema de les identitats i la seva gestió tenint en compte els valors que s'hi posen en joc, sobretot en un moment d'augment de la diversitat cultural en el sí de les nostres societats. La resposta que dona la societat catalana a la inmigración forma part de la seva autoconcepció com a societat i com a poble. Per això, s'ha pogut dir que la inmigración té un efecte mirall en tots els àmbits, des de l'individual fins al social. La qüestió clau és com incloure els nouvinguts, de manera que desenvolupin un mínim sentit de pertinença per aconseguir estabilitat i cohesió socials, dins del respecte a la pluralitat cultural i al manteniment de la nostra pròpia especificitat nacional y cultural.

Ribera Regull, Raimon
El diàleg interreligiós
140 p.

El llibre parteix de dues distincions: 1) entre "contacte interreligiós" (qualsevol iniciativa compartida entre religions) i diàleg interreligiós (que demana necessàriament interès, obertura, confiança, sinceritat y col·laboració) y 2) entre diàleg intrareligiós (amb la pròpia tradició), interreligiós (amb les altres tradicions) i extrareligiós (amb els no creients y el llenguatge racional). Pel que fa als continguts, el Diàleg Interreligiós considera que els grans punts a abordar són les formulacions (què es diu i com es diu), les celebrazions (rituals, pregàries...), les formes d’organització comunitària, les cosmovisions (maneres d’entendre el món), l’acció (què fer per a millorar el món) y les relacions: les de les persones amb elles mateixes (pau al cor), les relacions interpersonals (la creació d’entorns càlids on sentir-se acollit y acompanyat) y la relació amb la vida y el món (com trobar sentit, emoció, entusiasme via natura, art, costums, rituals).

Todó Rovira, Adolfo
El gran horitzó
Todó, A.; Carreté, R.
144 p.

El gran horitzó és una història que dóna resposta a les inquietuds expressades per una jove al seu pare, davant d’un futur que veu complex i ple d’incerteses. Davant els dubtes de la filla, el pare decideix comptar una fábula que ha passat de generació en generació y que ofereix una àmplia varietat de respostes als dubtes que a tots ens puguin sorgir. El protagonista de la fábula és un jove dofí que aprofita una oportunitat per abandonar les aigües tranquil·les del seu entorn habitual, endinsant-se a l’oceà obert. El dofí, després d’un dur aprenentatge, coneix nous horitzons, s’adona de les diferències dels entorns que visita -des de l’extrema pobresa fins a l’opulència- i dels comportaments diferents de seus semblants -des de l’individualisme fins a la solidaritat, passant per un cert corporativisme acomodat-. L’obra va embastant algunes de les claus que es desprénen de les
pròpies preguntes que es plantegen els personatges. Destaca que tenir iniciativa i una mentalitat oberta davant dels canvis, però també un esperit solidari amb els més febles, és l’única alternativa possible per convertir els grans reptes del nostre temps en verdares oportunitats de progrés, tant individual com col·lectiu. El conte ens ensenya també que la responsabilitat individual és l’única forma d’arribar a ser socialment responsable. Cal començar sent un mateix el responsable dels seus propis problemes; tan sols així podrà un, més endavant, ser solidari amb els altres, ja que, com diu el text, “per poder donar, primer cal tenir”. D’aquesta manera, la moral de la fàbula és que cada qual ha de ser amo de la seva destinació|destí, i que això no sol és possible, sinó que és una aventura apassionant.

**BOOK CHAPTERS**

**Arenas Vives, Daniel**  
*Alliances, Global Governance and the Global Compact*  

The global Compact is a unique initiative in many ways, but especially in that it is an alliance or "partnership". A partnership between an international body, the United Nations, together with its various agencies, the business community, organised labour and civil society. This type of partnerships not only affects how business activity is conducted and how we see its role in society, but is a reflection of and a driving force behind a new global governance scenario.

**Bell, Roger**  
*The Humanization of the Digital Age: the Spanish case*  
En *Humanizing the Digital Age.*  
Üner Kirdar  

Relatively low rates of computerization (suitably defined) have been related to productivity issues. Company size, importance of the family firm, differences in the acceptance of digitalization may be among explanatory factors. Outside the west this has implications for some models of development. I suggest that cultural variables are also important in the take up of informatization worldwide and can mean significant cross-cultural shock in some cases.

**Castiñeira Fernández, Ángel**  
*Immigració en estats plurinacionals: El cas de Catalunya.*  
En *Immigració i autogovern*  
Zapata-Barrero, Ricard  
Barcelona: Proa, Febrero 2007. p. 149 – 166  
Debat, nº 30

Anàlisi de la immigració a Catalunya des del punt de vista de les competències del govern autonòmic i del model d’acomodació a implementar.
En les darreres èpoces, Adam Smith ha servit per justificar una visió liberal de l’economia basada en el paper de l’estat mínim. El present article contraposa l’aproximació ortodoxa de l’economia feta per les grans organitzacions econòmiques internacionals respecte el que ha estat el seu inspirador en la història del pensament econòmic: Adam Smith. L’article rellegeix Smith a partir de la base social i moral de la seva època i demana un reposicionament de l’economia en el seu conjunt que aprofundeixi en la relació entre economia i societat.

Rodón Mòdol, Joan
Sesé Muniategui, Feliciano
The Dynamics of an IOIS in the Seaport of Barcelona: An ANT Perspective
Rodon, J., Pastor, J. A., and Sesé, F.
En Organizational Dynamics of Technology-Based Innovation: Diversifying the Research Agenda.
McMaster, T., Wastell, D., Ferneley, E., and DeGross, J.

On the basis of a longitudinal interpretive case study, this paper explores the dynamics in the implementation of an industry interorganizational information system (IOIS). The paper covers 11 years (1994-2005) of the implementation process. We use the lens of actor network theory (ANT) to analyze the process of emergence, development, and progressive stabilization of a socio-technical network, that of the IOIS. We focus on the negotiations and translation of interests that occur during the implementation of the IOIS. By using ANT we develop a different reading of the implementation process, which we believe provides a holistic view of the implementation, and can be adapted and applied to similar implementation projects. ANT is suitable as it helps us trace the course of the implementation, and because of the nature of the IOIS and of the implementation process, which involves political negotiations.

Svejenova Nedeva, Silviya
Network Perspective
Svejenova, S. & Álvarez, J.L.
Mark Jenkins and Veronique Ambrosini with Nardine Collier.
Houndmills, UK, 05/ 2007, p. 185 - 195

This chapter outlines the main tenets of a relational or network perspective to strategy, which argues that another useful way to understand the differences in firms’ profitability and conduct is by examining the network of relationships in which firms are embedded. A network perspective combines a focus on external aspects of the firm, such as its partners and their resources, with attention to its internal characteristics, such as the firm’s ability to identify, engage in collaboration with, learn from and create value through, its partnerships. It suggests that a firm’s relationships and location in a network are its unique and most difficult to imitate strategic assets. The chapter provides new insights into competition by examining the sources, benefits and drawbacks of relational advantage. A case study of InnoCentive, an open innovation marketplace established by Ely Lilly, is used to illustrate some of the key issues under consideration in adopting a network perspectiva.

Trullén Fernández, Jordi
The usefulness of design research in elementary and high schools for management education.
Trullén, J.; Bartunek, J.M. & Harmon, M.
En Handbook of transformative cooperation: New designs and dynamics.
S. K. Piderit, R. E. Fry, & D. L. Cooperrider
p. 262 - 290

We focus the chapter on design – on how designing may be used in efforts to create more effective education. Second, we suggest a way of contributing to management thought on design that comes from an unlikely source, elementary and high school teachers. Some kind of collaboration between management professors and high school and elementary school teachers, one in which management educators actually learn from elementary and high school educators, would truly be transformative. In particular, we explore the possibility that design approaches developed primarily for elementary and high school math and
science education might foster management education in a way that suggests ways to transformative cooperation, if not transformative itself. There is considerable discussion (e.g. Ghoshal, 2005; Gosling & Mintzberg, 2003; Mintzberg & Sacks, 2004) that management education can benefit from initiatives that foster new ways of thinking on the part of students. Third, what we will be presenting here are not completed, fully tested ideas. Rather, they are ideas that we have been exploring that we want to open up to others to foster joint exploration and development.

Trullén Fernández, Jordi
The virtue of prudence
Bartunek, J.M. & Trullén, J.
En Handbook of organizational and Managerial wisdom, E. Kessler & J. R. Bailey

In this chapter we focus on practical wisdom, a characteristic proper to individuals. Practical wisdom is also called phronesis (Aristotle’s term), or prudence (the term introduced by Thomas Aquinas that is in most use by those focusing on virtue). We do so from social science, philosophical, and theological perspectives on virtue. Practical wisdom, or prudence, lies in the interstice of intellectual and moral virtues, of the theoretical and the practical domains. Hence, it is very important for both management theory and management practice.

Social science findings are often of limited use when dealing with real life problems (Flyvbjerg, 2001), and many human decisions deal with moral dilemmas. Prudence is directly pertinent to such problems and dilemmas (Statler & Roos, in press) and responds to ambiguities in a way that traditional management science often cannot.

We begin by describing the concept of virtue and introducing some types of virtues. We situate wisdom and then practical wisdom/prudence within this discussion. We then consider examples of prudence and make some recommendations about how it may be developed.

Valls Giménez, Josep Francesc
Vila Fernández-Santacruz, Mar
Estado de la investigación turística en España y proyección futura
En El Ocio en la investigación actual
María Jesús Monteagudo

Descripción del estado de la cuestión de la investigación turística en España, a partir de la identificación y análisis de los centros de investigación y los principales contenidos. Proyección a futuro de la investigación turística, a la vista de la situación actual y de la evolución llevada a cabo en distintos países de referencia.

Vernis Domenech, Alfred
Iglesias Pie, Maria
Una aproximación a las fundaciones de empresa.
En Tratado de Fundaciones
Barcelona: Bosch, Julio 2007. p. 859 – 902
Tomo 2, Capítulo 16

El capítulo se inicia explicando qué se entiende por fundaciones de empresa en España y Europa haciendo especial hincapié en aquellos aspectos polémicos de su definición. Presenta luego una breve aproximación histórica al fenómeno. Termina presentando el mapa de las fundaciones empresariales en España, y los retos que tienen por delante.

OTHER CONTRIBUTIONS:
Casaburi, Ivana
(Prólogo)
Criterio Mercado
En Las empresas con más futuro. Excelencia en la creación de valor.
Corporate Research Foundation (CRF), con la colaboración de Deloitte.
Valencia: LID Editorial empresarial, 05/ 2007. p. 16-17

El libro recoge las “autopistas del éxito” de las compañías más sobresalientes.
Castiñeira Fernández, Angel
(Capítol entre del Documento de Trabajo)
Gobernabilitat i lideratge
Barcelona: Pla Estratègic Metropolità de Barcelona, julio 2007. p. 4-9
Es presenten en forma de “punts bàsics” alguns aspectes relacionats amb la governança urbana i el lideratge: capital social, pluralisme, model, tercera via, cooperència, coordinació, reptes, governança multinivel, horitzò, lideratge compartit, visions normatives de governança, interrogants i riscos.

CONFERENCE PROCEEDINGS AND CONGRESS CONTRIBUTIONS

Agell Jané, Núria
Rovira Llobera, Xari
Using Orders of Magnitude in Multi-attribute Decision-making
Agell, N.; Rovira, X.; Sanchez, M. & Prats, F.
20th Qualitative Reasoning Workshop
Dartmouth College
Hanover, New Hampshire
This paper presents a method for evaluating qualitative orders of magnitude information in multi-attribute decision-making. It allows the selection of an alternative from among a set of alternatives. These are characterized by having all descriptors defined in orders of magnitude. A representation for the different alternatives by means of k-dimensional labels is proposed, each of these standing for the conjunction of k labels corresponding to the qualitative information considered. A method is given for choosing the best alternative based on comparing distances against a reference k-dimensional label. For this reason, a distance is introduced that enables a total order to be defined for the set of alternatives. Finally, the method based on this order is proposed and its consistency established.

Agell Jané, Núria
Learning Financial Rating Tendencies with Qualitative Trees
Roselló, Ll.; Sánchez, M.; Agell, N.; Prats, F.
21st International Workshop on Qualitative Reasoning
Aberystwyth University
Aberystwyth, Wales, U.K., 26/06/2007
Learning financial rating tendencies requires knowledge of the ratios and values that indicate a firm’s situation as well as a deep understanding of the relationships between them and the main factors that can modify these values. In this work, the Qualitative Trees provided by the algorithm QUIN are used to model financial rating and to learn its tendencies. Some examples are given to show the system’s predictive capabilities. The rating tendencies and the variables that most influence those tendencies are analyzed.

Arenas Vives, Daniel
Lozano Soler, Josep Maria
Albareda Vivó, Laura
Behind CSR: Mutual Perspectives in the Stakeholder Dialogue in Spain
IABS (International Association for Business and Society) Annual Conference
Florencia, 01/06/2007
This paper argues for the existence of two levels of stakeholder dialogue: a micro and a macro level. The first is the one companies have with their own stakeholder groups, the second is a broader social debate among different agents about the role of business in society. The paper argues why the macro level matters for CSR and why it can be called a dialogue. It also underlines the importance of mutual perceptions in the macro-dialogue. For this purpose we present a research done in Spain about how different stakeholder groups perceive each other in relation to CSR and how they perceive the dialogue process.

Arenas Vives, Daniel
Sauquet Rovira, Alfons
Towards a Better Understanding of the Breakdown of Organizational Cultures
Albrecht, Chad; Albrecht, Conan; Arenas, D.; Sauquet, A.
2006 EBEN Conference, Vienna
This paper provides a case study to illustrate how organizational cultures become corrupt. The case study is based upon a large scale financial statement fraud from the United States. A theoretical model is introduced based upon the findings in the case.
Generally speaking, at least in contemporary Western societies lawyers do not have a very good reputation in the eyes of public opinion. This affects the perception that lawyers have of themselves, often leading to cynicism. Although many law schools curricula nowadays include courses in legal ethics, often taught during the last year of the law degree, professors teaching them have to face many obstacles. In consequence, it is very difficult for them to tackle the ethical flaws of the profession. After identifying some of these obstacles, I introduce some proposals for making deontological education in the law school more effective.

First, I make some suggestions regarding the content and methods that may be used in the courses in legal ethics. These include: A. Explicit adoption of a justificatory model for lawyers’ behaviour, together with an important effort for coherence, either if we are following a particular justificatory model or comparing some of them. B. To consider the real conditions of practice, instead of an idealized or out-fashioned picture of the lawyers’ work. C. To avoid “hard” ethical dilemmas, which are far from the day to day of legal practice. D. To use interactive methods and role playing.

Second, beyond the limits of any particular course I make some proposals as regards the role that legal ethics should play on the legal curriculum considered as a whole. Thus, I suggest that there ought to be a course in legal ethics during the first year of the law degree. This should be a course based on ethical reflection at a time when students’ minds are fresh and have not been much influenced by lawyers’ negative self-perception. There should also be a course in legal ethics during the last year. This one could be based on the codes of conduct that actually apply to the lawyers’ professional conduct.

But more important than any of these courses, legal ethics should be something that pervades the law school as a whole. In this sense, I agree that ethics should be taught by the method of pervasive education.

Análisis de la actividad del Defensor del Pueblo Andaluz en el ámbito de los derechos sociales. Propuesta de nuevas actividades a desarrollar para dar respuesta al mandato recibido del artículo 41 del Estatuto de Andalucía (Ley Orgánica 2/2007, de 19 de marzo)

Comunicación a la sesión: negocios, OPAs y “Corporate Governance”. Tras una referencia a la recepción en España del “Ombudsman for Banking Services” se comentan, brevemente, algunas posibilidades de impulso de su labor en beneficio de los consumidores y del correcto funcionamiento de los mercados, a partir de la experiencia del “Financial Ombudsman Services” del Reino Unido.

Boyatzis and Goleman proposed the use of the Emotional Competency Inventory, a self-report and informants’ measure that assesses how the person expresses their handling of emotions in life and work settings (Boyatzis and Sala, 2004). The ECI-2 is constituted by manifest behaviors that are shown in daily work situations.

Boyatzis and Goleman have recently proposed the introduction of a reviewed version of the questionnaire, the Emotional and Social Competency Inventory (ESCI). The ESCI version of the questionnaire has 60 items with response categories based on...
The proposed eleven points scale has shown to provide better measurement quality regarding its Psychometric properties and as a consequence correlations among latent variables are much less attenuated than with five points answer modality.

Organizational routines are central features of human organizations and an explanatory mechanism in many research studies (Feldman 2003). Since the concept was introduced by Stene (1940), organizational routines have been regarded as the primary means by which organizations accomplish much of what they do (Stene 1940; Marsh and Simon 1959; Nelson and Winter 1982). While recognized as an essential aspect of organized work, the study of organizational routines has generated a controversial academic debate. On the one hand, routines are a well-known source of inertia and inflexibility (Hannan and Freeman 1983; Gersick and Hackman 1990). This mechanism to visualize organizational routines has deep roots in social theory, as reflected in writings on bureaucracy. On the other hand, some contributions have defended that organizational routines can also be an important source of flexibility and change at the same time (Feldman 2003). In that sense, Feldman (2003) argued that organizational routines have been missed when they are seen through other theoretical lenses. Her theory raised the idea that routines have the capacity to retain history and this can be seen as a source of inertia but routines also generate variety (Feldman 2003). Based on previous literature, this paper pursues two main objectives: a) To explore through an empirical case study how the dynamic capability to improve and innovate is performed in a standard process environment such an automobile's organization
through the interrelationship between standard processes, routines and non-routines; and b) how these standards, routines, non-routines and dynamic capabilities shape the competitive advantage for the firm. To accomplish our objectives we conducted a single case study research in a Toyota Motor Company Factory (Tsutsumi plant) located in the Aichi province in Japan. Within this context, we studied the practice of process improvement. The reason to choose this company deals with the fact that Toyota Production System (TPS) was not easy to replicate in the occidental automobile’s industry (Schroeder and Robinson 1991; Spear and Bowen 1999). This paper thus aims to present the preliminary findings and some empirical examples of a research case study that deals with organizational routines and dynamic capabilities in the context of the process improvement practice. Particularly, we proposed a first draft framework using a metaphor: the Anchor. This metaphor helps us to explore the nature of the process improvement in Toyota’s workfloor.

Strategy discourse has focused primarily on the individual firm, evolving from an emphasis on industry positioning, to internal resource allocation, and finally, dynamic capabilities and learning. However the strategy discourse concerning networks remains focused on network structural attributes and static resource endowments. We argue that a theory of dynamic capabilities or adaptive behavior is lacking for business networks. We define business networks as organizations with one central player (or focal firm) and highly inter-dependent external players that collaborate in order to meet common objectives. Drawing on the literature of learning and psychology, we define four discrete modes of adaptability; 1) automatic responses, 2) assimilation, 3) accommodation, and 4) environmental enactment, describing how business networks display self-renewal behavior, learning and negotiation with the environment. A cross-case analysis of 2 distinct business networks is presented to substantiate how common patterns of business network adaptability can be applied with; a) either greater scope or breadth across industries, or b) focus and specialization in a single vertical niche. The paper concludes with implications for the theory and management of business networks, as well as limitations of our study and prospects for future research.

In a discontinuous world, innovation is the key to define firm’s strategy and value generation overtaking traditional static conceptions based on (1) positioning the firm in but ignoring the firm and (2) the idea to isolate firm from environment as major assumption of resource-based view of the firm. Firms adapt to environment managing changing relationships, reconfigurable teams and knowledge. New ways of differentiation come from active firms dancing with active environments understood as dense sets of embedded business relationships with intense knowledge exchanges between firms. Firms may also strategically change by re-inventing business models to adapt with agility. In order to explore this approach, the paper will be based on a case analysis developed on the IBM Barcelona Lab, a reference for innovation in IBM’s Banking solutions worldwide. From this perspective, I will explore the concept of Network Behaviour in two levels of analysis: organizational and managerial. First delineating a set of organizational functions as interaction between organization and environment, as dynamic capabilities. Second, exploring leadership and managerial capabilities to assure direction setting, organizational self renewal and adaptive behaviour of the network.
Christiaanse, Ellen  
Learning to Collaborate: The Dynamics of Adaptation in Supply Chain Partnerships.  
Knoppen, D.; Christiaanse, E.; Huysman, M.  
Academy of Management  
Philadelphia, 3-8 August 2007

The successful management of a supply chain partnership requires some degree of interorganizational adaptation (IOAD). For many firms the challenge lies in determining that degree. A first step is the acknowledgement and understanding of the processes leading to specific adaptations. Therefore, grounded upon transaction cost analysis, industrial marketing and literature on learning, the present paper aims to clarify the boundary between interorganizational learning (IOL) and IOAD. It is reasoned that “learning to collaborate” constitutes the process dimension of IOAD. Power is involved given its pervasive impact on both IOAD and IOL. Two dyadic case studies illustrate the collaborative learning processes leading to adaptations, as well as the impact of power on these processes. Clearly defining the unique features and overlap between IOAD and IOL facilitates cross-fertilization of the efforts of the academic disciplines involved. The cases show how power and learning reciprocally relate. Consequently, an argument is made to consider the dynamic character of power.

Costa Guix, Gerard  
Calidad de servicio en la industria hotelera. Un estado de la cuestión  
Santomà, R.; Costa, G.  
V Coloquio Doctoral Internacional  
“Doing well by doing good”  
ESADE  
Barcelona, 22/07/2007

Objetivo: el propósito de esta investigación es, por un lado determinar el avance en la investigación sobre la calidad de servicio en la hotelería y por otro, explorar la existencia o no de investigación sobre las principales características de gestión de establecimientos hoteleros que incidan directamente sobre la calidad de servicio. Principales conclusiones. La síntesis de la literatura aporta que existen tres grupos de investigaciones respecto a la calidad de servicio: los que analizan el concepto desde un punto de vista teórico, los que se centran en la gestión de la calidad total y los que buscan la medición de la calidad de servicio. Respecto a estos últimos, podemos agrupar los atributos medidos en tres grandes grupos: los relacionados con aspectos tangibles del establecimiento, los relacionados con la fiabilidad, y los relacionados con el desempeño de los empleados.

Dolan, Simon  
Diez-Piñol, Miriam  
Sierra Olivera, Vicenta  
Emotions and work demands as determinants of health and well-being amongst European physicians  
Cannings, Kathleen.  
EURAM  
Paris, 16-19 May 2007

The following study comprises an attempt to better understand the diversity in different countries about the profile of the “burned-out” doctor and identify the profile of physicians who tend to not suffer from this condition in two European socio-cultural models, the Nordic and Mediterranean. An innovative statistical treatment borrowed from data mining methodology was used to compare two organizational contexts. A self-administered questionnaire from a sample of 1509 physicians working in the Swedish and Spanish public hospitals was used. Two configurations indicate the determinants of high burnout risk in Spanish and Swedish workers. In addition to their methodological innovative added value, the results can also be most instrumental for individual doctors and hospitals in gaining a better understanding of the general emotions related to burnout/vigor and in designing effective preventative measures for (a) reducing risk factors for burnout and (b) enhancing well being (vigor).

Dolan, Simon  
A Dyad Reciprocal Model Based on the French and Raven Taxonomy of Power  
Albrecht, C.; Dolan, S.  
European Academy of Management 7th Annual Conference  
Paris May, 2007

In this paper, we propose a model that describes the process by which individuals within organizations are recruited and become involved in financial statement fraud schemes. A dyad reciprocal framework is developed, inspired by the classical French and Raven taxonomy of power. The model addresses the process of recruitment, wherein one individual influences another individual to participate in financial statement fraud. It is proposed that this initial dyad effect is extended to multiple relationships throughout the organization and eventually leads to normative acceptance of other illegal or unethical acts. This in turn, has a negative effect on the organization as a whole.
The purpose of my dissertation is to better understand how financial statement fraud is perpetrated across cultures and countries. Financial statement fraud is a global problem that affects organizations throughout the world. Classical fraud theory has long explained the reasons that an individual becomes involved in financial statement fraud. However, what is less known is how one individual, after he or she has become involved in fraud, then recruits another person to become involved in the scheme. In an attempt to understand this process, I build a model based upon the various types of power as explained in the classical taxonomy provided by French and Raven (1959). I then use this model to test how power is influenced by cultures throughout the world.

In the following paper, we propose a model that illustrates the process through which individuals within organizations may become involved in financial statement fraud schemes. In essence, a dyad reciprocal framework is developed, inspired by the classical French and Raven taxonomy of power. The model addresses the process of recruitment, wherein one individual influences another individual to participate in financial statement fraud. It is proposed that this initial dyad effect is extended to multiple relationships throughout the organization and eventually leads to normative acceptance of other illegal or unethical acts. This in turn, has a negative effect on the organization as a whole.

The aim of this workshop is to introduce the principles of risk management, a very important component of financial managers’ tasks during the last decades. In this workshop we will study the importance of risk management, the problems encountered in the implementation of the risk management strategies and the methods and the instruments used. First we deal with the reasons why financial risk management creates value for the firm. Then we introduce the main instruments for reducing or eliminating a company’s exposure to financial risks: futures, forwards, swaps and options. And finally, we present a case study illustrating the practical use of these instruments for hedging interest rate and commodity risk.

The empirical literature suggests that the limit order book contains information that might be used by the specialist for his own advantage. We develop a model of insider trading where there is a specialist who has access to the order book and informed traders who receive information about the liquidation value of the asset. The presence of a strategic specialist in the market induces non-monotonicity of market indicators with respect to the variance of liquidation value. Moreover, the existence of private information about supply significantly affects market performance as it induces, among other effects, lower market liquidity. Finally, our model suggests another link between Kyle’s (1985, 1989) and Glosten and Milgrom’s (1985) models by allowing for strategic behavior of the specialist.

In this paper we analyze the effects of endogenizing the public signal on the performance of financial markets. We model the interaction between a firm and the tax auditing agency, and highlight the role played by the tax report - outcome of this interaction - as a public signal. We show that uncertainty regarding a firm’s payoff realization together with the endogeneity produced during the reporting stage, have a significant important effect on the reporting strategy of the firm and the auditing policy of the tax authority. Endogenizing the public signal and the liquidation value of the firm brings about substantial changes in the behavior of the market depth, profits of the market participants, informativeness of prices.
Dumitrescu, Gabriela Ariadna
Strategic Specialist and Market Liquidity
European Financial Management Association
Vienna, 28/06/2007

The empirical literature suggests that the limit order book contains information that might be used by the specialist for his own advantage. We develop a model of insider trading where there is a specialist who has access to the order book and informed traders who receive information about the liquidation value of the asset. The presence of a strategic specialist in the market induces non-monotonicity of market indicators with respect to the variance of liquidation value. Moreover, the existence of private information about supply significantly affects market performance as it induces, among other effects, lower market liquidity. Finally, our model suggests another link between Kyle's (1985, 1989) and Glosten and Milgrom's (1985) models by allowing for strategic behavior of the specialist.

Forte Arcos, Santiago
Credit Spreads: Theory and Evidence about the Information Content of Stocks, Bonds and CDSs
Forte, S. and Peña, J.I.
FMA 2007 European Conference
IESE
Barcelona, 01/06/2007

This paper presents a procedure for computing homogeneous measures of credit risk from stocks, bonds and CDSs. The measures are based on bond spreads (BS), CDS spreads (CDS) and implied stock market credit spreads (ICS). We compute these measures for a sample of North American and European firms and find that in most cases, the stock market leads the credit risk discovery process with respect to bond and CDS markets.

Forte Arcos, Santiago
Implied Default Barrier in Credit Default Swap Premia
Alonso, F.; Forte, S.; & Marqués, J.M.
5th INFINITI Conference on International Finance
Trinity College
Dublín, 11/06/2007

This paper applies the methodology developed by Forte and Peña (2006) to extract the implied default point in the premium on credit default swaps (CDS). As well as considering a more extensive international sample of corporations (96 US, European and Japanese companies) and a longer time interval (2001-2004), we make two significant contributions to the original methodology. First, we calibrate bankruptcy costs, allowing for the adjustment of the mean recovery rate of each sector to its historical average. Second, and drawing on the sample of default point indicators for each company-year obtained, we propose an econometric model for these indicators that excludes any reference to the credit derivatives market. With this model it is thus possible to estimate the default barrier resorting solely to the equity market. Compared with other alternatives for setting the default point in the absence of CDS (such as the optimal default point for shareholders, the default point in the Moody's-KMV model or the face value of the debt), the out-of-sample use of the econometric model significantly improves the capacity of the structural model proposed by Forte and Peña (2006) to differentiate between companies with an investment grade rating (CDS less than 150 bp) and those with a non-investment grade rating.

Giménez Thomsen, Cristina
Performance improvement through supply chain integration: the moderating effect of business conditions
Gimenez, C.; van Donk, D.P.; van der Vaart, T.
18th Annual Conference of the Production and Operations Management Society
POMS - Production and Operations Management Society
Dallas, Texas, 07/05/2007

Over the past decade, one of the main themes in the supply chain management literature has been integration as a key factor in achieving performance improvements (e.g. Tan et al., 1999; Frohlich and Westbrook, 2001; Romano, 2003). However, most of the recent research ignores factors (such as uncertainty in demand, market structure and production characteristics) that moderate the impact of supply chain integration on performance. The objectives of this paper are: firstly, to measure supply chain integration along three main dimensions: practices (being concrete activities with respect to information, organisation and planning, such as delivery synchronization), patterns (being the way of interacting, such as frequency of face-to-face communication) and attitudes (being the way the supplier/buyer is looked at, such as the expectations in the relationship); and secondly, to search for moderators of the effect of supply chain integration on performance improvement in a buyer-supplier relationship. Based on data collected through a survey, we can conclude
that business conditions moderate the effect of supply chain integration: performance is hardly influenced by supply chain integration if the business conditions are simple.

Flexibility is an increasingly important competitive dimension (Slack, 1983; Upton, 1994). Accordingly, many authors suggest that the focus of competition in global markets is shifting from quality and service toward flexibility (Ferdows and De Meyer, 1989; Wheelwright, 1984). Traditionally, the study of flexibility was focused on manufacturing (e.g. Slack, 1983, Sethi and Sethi, 1990; Upton, 1994; Koste and Malhotra, 2000; D’Souza and Williams, 2000). Nevertheless, the increasing complexity of supply chains motivated the extension of the flexibility framework to inter-firm relationships (Zhang et al, 2002; Pujawan, 2004; Swafford, 2005). Among these, the buyer-supply dyad has been acknowledged as a crucial one to achieve flexibility (Chen and Paulraj, 2004; Swafford et al, 2005). Thus, in this paper we focus on the different approaches that firms use to achieve supply flexibility, i.e. the ability of the purchasing function to respond in a timely and cost effective manner to changing requirements of purchased components, in terms of volume, mix and delivery date. Previous studies suggest that there is not a single approach to achieve supply flexibility. "Flexibility is not free" (Jack and Raturi, 2002), and different environments can suggest different approaches to flexibility (Anand and Ward, 2004). Indeed, Sawhney (2006) claimed that "opportunities exist for researchers to examine the various management actions that promote both the acquisition of the dimensions of flexibility and the reduction of uncertainty in the value-chain." However, most empirical studies on this area are anecdotal (Christopher, 2000; Lee, 2002; Pujawan, 2004) and the few quantitative studies fail to contrast different strategies to flexibility (Swafford et al., 2006, 2006b). Based on these gaps found in the literature, we proposed the following research question: How are the sourcing practices combined to form particular supply flexibility strategies? To answer that question, we ran a two-stage cluster analysis of some sourcing practices used to achieve flexibility. The data was gathered from a survey, and our firm sample was drawn from the Spanish Association of Purchasing Managers (AERCE). Results suggested the existence of three supply flexibility strategies: "Integrated" (supplier integration, logistics provider integration, internal integration and electronic integration, domestic sourcing, supplier selection, flexible contracts), "domestic" (domestic sourcing and supplier selection), and "offshore" (alternative transportation modes, integration with logistics providers and offshore suppliers). Additionally, we found significant differences among the groups with respect to revenue, supply uncertainty and supplier responsiveness. We also observed that some practices are highly used by firms in all groups: alternative suppliers, long-term relationships with suppliers and inventory buffers. These conclusions complement recent studies on sourcing strategy taxonomies. Its main contribution lies in the fact that it was focused on supply flexibility, whereas previous studies (e.g. Narasimhan et al., 2006) covered simultaneously multiple strategic objectives (cost, quality, flexibility, etc). Considering the supply chain agility literature, our contribution lies on the quantitative approach of our taxonomy of supply flexibility strategies. The main managerial implication is that there is not a single approach to achieve supply flexibility, i.e. a firm can deploy different combinations of sourcing practices to achieve supply flexibility.

Over the past decade, one of the main themes in the supply chain management literature has been the impact of integration on performance. Many authors agree that integrative practices have a positive impact on corporate and supply chain performance. However, very few researchers...
van Donk, D.P.; van der Vaart, T.; Gimenez, C.
14th International Annual EurOMA Conference
EUROMA - Bilkent University
Ankara, Turkey
17/06/2007 - 20/06/2007

have considered the different underlying constructs of supply chain integration and different business conditions. The main objective of this paper is to analyse the impact of integration on performance under different business conditions (simple and complex). We present the results of a survey conducted among Dutch and Spanish companies. The results show that under environments characterised by simple business conditions. Thus, the main conclusion is that supply chain integration needs a more tailored approach in order to be successful.

Giménez Thomsen, Cristina
Supply Chain Integration and Performance:
van der Vaart, T.; Gimenez, C.; van Donk, D.P.
12th International Symposium on Logistics (ISL)
The University of Nottingham
Budapest, 08/07/2007 - 10/07/2007

The purpose of this paper is twofold. Firstly, the paper aims to measure the level of integration in a different way. In our measure of integration, we distinguish between practices (being concrete activities, such as delivery synchronization) with respect to information, organisation and planning; patterns (being the way of interacting, such as frequency of face-to-face communication) and attitudes (being the way the supplier/buyer is looked at, such as the expectations in the relationship). Secondly, the paper aims to analyse integration under different levels of uncertainty in demand and technology, as uncertainty is one of the most important business conditions. Our basic assumption is that a high level of integration is only needed in case of a high level of uncertainty in demand (mix or specification) and only then has a positive effect on improved performance in a buyer-supplier relationship. On the other hand, we expect that if uncertainty is low, a low level of integrative practices will be sufficient and profitable.

Giménez Thomsen, Cristina
Attitudes, Patterns and Practices in Supply Chain Integration: An Empirical Investigation
van Donk, D.P.; Gimenez, C.; van der Vaart, T.
12th International Symposium on Logistics (ISL)
The University of Nottingham
Budapest, 08/07/2007 - 10/07/2007

The present paper builds on this work by attempting to empirically investigate if supply chain management integration can be measured by explicitly distinguishing attitudes, practices and patterns. A second aim of this paper is to investigate if organisations differ in their attitudes, practices and patterns and thus in their supply chain integration. In that we follow the work of Fisher (1997) and others (Ramdas and Spekman, 2000; Bask and Juga, 2001; Bagchi and Skjoett-Larsen, 2002) who challenge the idea of an optimal level of integration. The paper uses a questionnaire that is developed from various sources. Frohlich & Westbrook (2000) and DeToni & Nassimbeni (1999) are used for the items on physical integration. Gimenez & Ventura (2005), Chen & Paulraj (2004) and Carr & Pearson (1999) provide items related to the type of information exchanged and areas in which companies are working together. The measurement of patterns is mainly based upon the work of Carr & Pearson (1999). Chen et al. (2004) and Johnston et al. (2004) provide the majority of questions/items for measuring attitudes. We selected suppliers in NACE Rev 1.1 business codes 24, 25 and 27 -35 in Spain and The Netherlands. Data collection took place between January and June 2006. The total sample consists of 134 companies almost equally divided between the two countries. Using factor analysis we found at the level of attitudes two factors labelled as Long term relationships and Cooperative Behaviour. At the level of patterns four factors can be distinguished: Planning Information, Joint Improvement, Non-Structured Communication, and Structured Communication. Finally, two practices can be detected: Physical Integration and Delivery Integration. A cluster analysis shows five different types of integration: ranging from low to high levels, but surprisingly some groups of companies have a high level of integration on some of the above factors while being low on cooperation. We describe and discuss the five groups along with possible consequences for how companies make choices in supply chain integration.
**Gimeno Sandig, Alberto**  
**Planellas Arán, Marcel**  
**Saris, Willem E.**  
*The Effect of Family Ideology on Family Business Performance*  
Gimeno, A.; Planellas, M.; Labadie, G. & Saris, W.  
BCERC  
Babson College  
Madrid, 07/06/2007

There is increasing interest in the family business field concerning the relationship between the family’s mental approach to their family business and the actions and decisions taken towards the company. In this paper we present a model that identifies different ideologies or mental models that the family may have (orientations) and defines and test hypotheses on how these orientations affect family business management and its results. The conclusion is that family ideology influences the way in which the family and the business are managed and that it has an impact on the family business performance in both the economic and the relational aspect. This suggests the idea that the existence of different mental frames concerning the family business empowers certain family business management practices and not others.

**Heras Forcada, Miguel Angel**  
**Ramis Pujol, Juan**  
**Guerrero-Cusumano, Jose Luis**  
*Comparative analysis of nine Performance Measurement Systems*  
7th MAAOE Conference on Organizational Excellence  
Versailles, St. Quentin, France, 20/06/2007

The objective of developing models or frameworks of indicator systems is to help organisations to define a set of measurements that reflects their goals and objectives and help them evaluate their performance and implement their strategies. The main aim of this paper is the comparative analysis of nine performance measurement systems. After describing each of the systems, we go on to compare them by using 15 requirements. The 15 requirements used are the result of previous empirical research: A survey was designed in order to study the actual and ideal characteristics of performance measurement systems. From a large sample of Spanish companies, we obtained a total of 144 responses. As a result of this analysis, sets of correlated questions were identified and a common explanation was constructed for each group. These constructs can be interpreted as requirements or prerequisites for implementing performance measurement systems. These requirements are used for assessing soundness and comparing the different performance measurement systems.


**Lingham, Tony**  
*Kaizen within Kaizen Teams: Continuous and Process Improvements in a Spanish municipality*  
Suarez-Barraza, Manuel F.; Lingham, Tony  
10º Congreso en Quality Management for Organizational and Regional Development (QMOD), Universidad de Lund, Campus Helsingborg, Suecia, 18-20/6/2007

As organizations become more team oriented, research on teams continues to increase especially involving how teams contribute to organizational performance and effectiveness. Although there has been existing research on Kaizen teams in the private sector, very little research has included Kaizen teams in the public sector. In this paper, we present a method to study Kaizen teams in a local Spanish government that have been using Kaizen teams for more than ten years. Quantitative research was adopted for this study. Twenty teams participated in the study by filling out the Team Learning and Development Inventory (TLI) proposed by Lingham (2004). In addition, we interviewed members of the teams in order to clarify and assure our quantitative results. Based on the findings, we propose that Kaizen teams should practice both Continuous (CI) and Process Improvements (PI) in their projects. We also propose that Kaizen teams should
Lozano Soler, Josep Maria
Metaphors with fuzzy definitions in the business and society field.
Kusyk, S.; Lozano, J.M.
67th Academy of Management Annual Meeting
Academy of Management

This is an earlier version of the paper now published in Corporate Governance and titled "A four-cell typology of key social issue drivers and barriers of SME social performance". The original abstract read as follows: This article is motivated by the question of "Why do or do not small and medium enterprises (SMEs) engage in social issues?" It answers it by integrating internal and external, drivers and barriers, to social performance (SP) as presented in a global literature review. To make sense of emergent paradoxes it builds a SME four-cell ideal type of social issues management (SIM) response typology and grounds it's discussion on a proposed heteronomy of stakeholder salience. Finally, the importance of understanding barriers and drivers to social responsibility (SR) of SIM for stakeholder theory, policy makers, and practitioners is discussed, concluding with implications for further SME-SR research.

Mària Serrano, Josep Francesc
Mach Piera, Maria Mercè
Teaching professional solidarity. Internships in Latin America as instruments of C.S.R. (Corporate Social Responsibility)
IAJBS 13th World Forum - Corporate Social Responsibility
IAJBS-International Association of Jesuit Business Schools IAJBS 13th World Forum - Corporate Social Responsibility/13vo Foro Mundial IAJBS - Corporación Social Responsable
Guadalajara- Mexico, 11/06/2007

Since 2003 students of the 4th year in the Degree of Management or the Degree of Law in ESADE have the opportunity to spend between 7 and 10 weeks in Latin America in a Professional Internship. The whole process of the Internship (including initial information, selection-discernment, specific formation, internship in Latin America and revision of the experience) is taken by the professors/mentors in ESADE as an opportunity to teach professional solidarity. The active pedagogy and the Ignatian spirituality are inspiring this process. The program is managed by the SUD (Servei Universitari per al Desenvolupament - University Service for Development), which is the Cooperation Service of ESADE. Every year around 30 students of ESADE go to Nicaragua, Guatemala, El Salvador and Bolivia for these Internships in July and August. But the process starts (one year before) in October. That month, interested students must attend a series of information sessions; then elaborate an application including their motivations and discernment about
different possible internships; and hold a personal interview with the professors where all these subjects are discussed. After the selection and assignment to a specific country and internship, the formation continues until July in a more specific way, including sessions on Cross cultural management and a weekend outdoors where professional as well as personal attitudes of solidarity are elaborated. During the Internship in each country (where our local counterparts are Jesuit Universities or Jesuit NGOs), students have local tutors and receive the visit of the professors/mentors of ESADE. After the return to Barcelona, a Report is written by each student and other opportunities to continue in actions or in studies about professional solidarity are offered in ESADE. The paper intends to explain the teachings of the Internships in Latin America in terms of formation in Corporate Social Responsibility and Professional Ethics.

Mach Piera, Maria Mercè Dolan, Simon
Sierra Olivera, Vicenta

Multidimensional Trust Effects on Team Performance: An Organizational Trust Model Approach
EURAM 2007 Annual Conference
EURAM - European Academy of Management
Paris, 16/05/2007 - 19/05/2007

Mària Serrano, Josep Francesc

Problems of employment and social integration in Europe
European Jesuits in Social Science
Piestany, Slovakia, 28/08/2007

Marin Arandia, José Luís Svejenova Nedeva, Silviya Planellas Arán, Marcel Ollé Valls, Montserrat

Going Out From The Start? Patterns And Performance Of Spanish Born Globals
Babson Entrepreneurship Research Conference
Instituto de Empresa & Babson College
Madrid, 08/06/2007

Mendoza Mayordomo, Francisco Javier

CSR research in Europe: State of the art and major trends
Formal presentation of the European Academy of Business in Society (EABIS) in Portugal
EABIS, ISCTE Business School
Lisbon, 16/05/2007

This study examines the relationship between trust and the performance of teams via a triaxial model of trust: among team members, with respect to the direct supervisor and top management. Variables such as cohesion, leadership, and organizational policies and a host of control variables are also identified. A database on 59 top professional sports teams (690 players) with a cross-sectional and quasi-longitudinal design was analyzed using bivariate and hierarchical regression techniques with the full complexity of the relationships having been introduced. Our findings reveal that some facets of trust have both a direct and indirect effect on a team’s performance.

Globalisation has caused in Western Europe a shift from national industrial economies to global knowledge economies. This shift has consequences in the labour market and in the social cohesion of European Welfare States. Two temptations should be avoided in front of the new situation: copy foreign social models (China, USA) or refuse the necessity of reform. The positive proposal is to build your own multi-level social model inspired in the principles of the Welfare State: departing from the local level, and with a stronger emphasis in the EU level in the preservation of efficiency, equity and solidarity.

The paper offers insights on key elements of the internationalization of Spanish international new ventures (born global firms) by providing a theoretical model grounded in a multiple case study research project. The model emphasizes the importance of global mindset and vision of a company’s founders/managers, their ability in detecting opportunities and needs for internationalization from the outset or early on in the company’s development, the development of a competitive advantage that is sustainable across locations and a business model that can be delivered through key resources available in foreign markets and accessed mostly through partnerships. Key decisions in that process relate to the level of commitment to international operations, the sequence of markets, and the pace of internationalization. Last but not least, awareness of which parts of the value chain are sourced internationally is essential.

The keynote speech centred on the role of research in supporting companies to understand and respond to societal demands on Corporate Responsibility. Major trends in CSR research were presented and discussed.
As a direct consequence of the inability of the public sector to satisfy the needs of citizens, in the nineteen seventies, several models emerged in response to the search for more efficient ways to create public value. The models range from governmental and public management modernization processes to the creation of new State models. What most of these models had in common was the suggestion or assumption that the relationships between the State and the market, or between the public and private sectors, be restructured into more flexible or even dynamic relationships. This treatise focuses on the relationships between market and State, or to be more precise, between private for-profit companies and the public sector. This article suggests an alternative way to create public value. The collaborative scheme presented balances the public sector’s need to generate alternative funding and the private sector’s desire to develop well differentiated brands.

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As a direct consequence of the inability of the public sector to satisfy the needs of citizens, in the nineteen seventies, several models emerged in response to the search for more efficient ways to create public value. The models range from governmental and public management modernization processes to the creation of new State models. What most of these models had in common was the suggestion or assumption that the relationships between the State and the market, or between the public and private sectors, be restructured into more flexible or even dynamic relationships. This treatise focuses on the relationships between market and State, or to be more precise, between private for-profit companies and the public sector. This article suggests an alternative way to create public value. The collaborative scheme presented balances the public sector’s need to generate alternative funding and the private sector’s desire to develop well differentiated brands.

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A focus of current research in strategic management has been on formal strategic alliances and their role in inter-firm learning. We suggest that collaborations across firm boundaries at the individual level can positively enhance a firm’s knowledge base and hence innovativeness. Our paper focuses on the role of inter-firm collaborations by biotechnology researchers and their impact on the patented innovative output of firms. We find that after controlling for other factors that affect innovative output, the total number of individual collaborations positively impacts the patenting output of stand-alone biotechnology firms.

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Research in strategic management has highlighted the important role of strategic alliances in inter-firm learning. Less attention has been paid to individual inter-firm collaborations. Our paper focuses on research collaborations by biotechnology scientists and their effect on the patented innovative output of the firm. We find that the total number of individual collaborations aggregated at the firm level positively impacts the patenting output of biotechnology firms. Regarding the relationship between strategic alliances and individual collaborations, our findings reveal that firms are most innovative when they rely primarily on one form of collaborative activity. The highest levels of firm innovativeness are achieved for high levels of individual collaborations and low levels of strategic alliances. Interviews with biotechnology researchers suggest that they see advantages in acquiring knowledge from both forms of collaboration - however, given organizational constraints this is not easy to achieve.

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Our paper focuses on the role of inter-firm collaborations by biotechnology researchers and their impact on the patented innovative output of firms. We find that after controlling for other factors that affect innovative output, the total number of individual collaborations (aggregated at the firm level) positively impacts the patenting output of stand-alone biotechnology firms, but has a non-complementary relationship to strategic alliances.
A dominant implicit assumption in the literature on inter-organizational information systems (IOIS) is that the implementation of the IOIS is rationally planned, it goes according to a plan and use follows as expected. Contrary to this assumption, this empirical paper shows that the management of IOIS cannot only be conceived as pre-defined planned intervention, but also as a form of reaction and response to situational demands and users’ behaviour. IOIS emerge from users’ enactment and reinforcement of the system, which managers have difficulties in foreseeing and cannot avoid. We present a case study about the implementation of an industry IOIS in the Seaport of Barcelona. Using Grounded Theory method we have found five maneuvers that the IOIS management undertakes during and following the implementation in order to encourage and support the use of the IOIS. Next, drawing on the literature of mutual adaptation, organizational change, and emergent strategies, we interpret these managerial maneuvers. Finally, we show that the five managerial maneuvers converge into two emergent strategies: attract users to bootstrap the IOIS, and keep the IOIS adaptable.

This paper presents a qualitative approach for representing and synthesising evaluations given by a team of experts involved in selection or ranking processes. The paper aims at contributing to decision-making analysis in the context of group decision making. A methodology is given for selecting and ranking several alternatives in an accreditation process. Patterns or alternatives are evaluated by each expert in an ordinal scale. Qualitative orders of magnitude spaces are the frame in which these ordinal scales are represented. A representation for the different patterns by means of k-dimensional qualitative orders of magnitude labels is proposed, each of these standing for the conjunction of k labels corresponding to the evaluations considered. A method is given for ranking patterns based on comparing distances against a reference k-dimensional label. The proposed method is applied in a real case in External Quality Assessment Schemes (EQAS) for Doping Control Laboratory contexts.

A set of qualitative measures describing a retail firm is considered. A qualitative ranking process of these features based on managers’ evaluations is presented. In a decision making context, this paper proposes a process to synthesise information given by ordinal data. Features are evaluated by each manager on an ordinal scale with different levels of precision and from two points of view: importance of the measure and performance on the measure. A representation for the different evaluations by means of k-dimensional qualitative orders of magnitude labels is proposed. The presented methodology deals with these evaluations to obtain two rankings based on comparing distances against a reference k-dimensional label. The final ranking of features with respect to their importance will help the managers to make decisions to improve the performance.

Scientific and public discourse across a broad range of social science disciplines has discovered the value construct already some time ago. The value construct is also an important constituent of the European Social Survey (ESS) that aims to develop and conduct a systematic study of changing values, attitudes, attributes and behavior patterns within European polities. The employed values model and method of operationalization in the ESS stems from Shalom Schwartz. Whereas the general Schwartz model is supported by several studies, the abbreviated instrument for the ESS counts only with a few critical subsequent analyses. Therefore, the overall aim of the present paper is to determine the quality of the
This paper hopes to facilitate future researchers in their quest to select their methodology and—in case an interview-based qualitative approach is chosen—to provide some insight in how to better design the research and what difficulties to expect. The paper is structured as follows: first, the topic, research question, and the leadership perspective are introduced; second, the methodological framework and paradigm are presented; third, we provide a summary of the findings. Throughout, we discuss the challenges and advantages that arise due to the research framework, and which are recapitulated in the final conclusions.

This empirical qualitative study—of four interorganizational nonprofit networks promoting immigrant rights in the U.S—contributes to the interorganizational network management literature by focusing on the management of the inherent paradox of unity and diversity. Four leadership activities—activating, facilitating, framing, and capacitating—are found to generate unity and maintain diversity. Unity and diversity, together, are essential for the networks' effectiveness. By exploring how leadership activities help to manage the unity/diversity paradox for effectiveness in collaborative networks, this research further develops the network leadership, and also provides reflective practitioners with a guiding conceptual framework.

In this paper we test whether certain country-specific accounting practices are associated with a country's perceived level of corruption. Specifically, we test the relationship between the existence of an audit profession oversight body and corruption, the relationship between requirements to obtain an auditing license and corruption, and the relationship between requirements to retain an auditing license (after a license has been granted) and corruption. Results from an analysis of 89 countries suggest that countries that have established audit profession oversight bodies are, indeed, perceived to be less corrupt. Similarly, countries that require practical experience, academic study, and a licensing examination in order to practice auditing are perceived to be less corrupt. On the other hand, our analysis shows that requiring auditors to fulfill continuing education requirements does not appear to be associated with a lower level of perceived corruption.

Explicar los principales datos del informe cranfield- esade referidos a: participación del director de recursos humanos en la estrategia de empresa. Posición del director r.h. en el comité ejecutivo. Indicadores de inversión en formación en españa y por sectores. Rol de los sindicatos en las políticas de comunicación y negociación de salarios.
Svejenova Nedeva, Silviya
Much Ado about Nothing? Untangling the Impact of Premier Film Festivals
Mezias, S.; Strandgaard Pedersen, J.; Svejenova, S. & Mazza, C.
Mini-conference on Cultural Production in a Global Context: The Worldwide Film Industries
New York, USA, 11/05/2007
Stern, New York University

This study examines three European premier film festivals, namely the Cannes Film Festival, the Berlin Film Festival, and the Venice International Film Festival, to untangle their role and quantify their impact as mediators between art and commerce in the classification system of the cinema field. For the purpose, it uses admissions data from 36 European countries for the period of 1996 to 2005. It examines the impact of festival participation and awards on admissions and further artistic recognition at award ceremonies in the US.

Svejenova Nedeva, Silviya
Much Ado about Nothing? Untangling the Impact of Premier Film Festivals
Mezias, S.; Strandgaard Pedersen, J.; Svejenova, S. & Mazza, C.
European Group for Organizational Studies Colloquium
Vienna, Austria, 07/07/2007

Organizational researchers have been interested in workplace humor for a long time (Collinson, 2002; Duncan, 1990), and they have provided several explanations for the role that humor has in the workplace. Some have argued that humor contributes to organizational consensus and harmony by defusing workplace conflict and tension (Bradney, 1957; Coser, 1959; Hay, 2000), whereas others have understood humor as an instance of misbehavior (Ackroyd and Thompson, 1998) or resistance (Taylor and Bain, 2003). A third group of researchers have highlighted its symbolic importance as a medium for fostering group culture and identity (Bradney, 1957; Coser, 1959; Dwyer, 1991).

Our study builds on this narrative analysis tradition to concentrate on the role of workplace humor as a medium for organizational identity construction. We take a linguistic-anthropological approach and understand language not only as a mode of thinking but, above all, as a cultural practice, that is, as a form of action that presupposes, and at the same time brings about ways of being in the world (Duranti, 2001). Data for this study was collected by one of the researchers over the course of 9 months (February – October, 2006) in a small design firm in Northern Italy. This researcher acted as a participant observer while working in the organization during that period of time. He collected different kinds of data: ethnographical notes, observations, audio-video recording of meetings, coffee-breaks, lunch-time and work-time moments, and several in-depth semi-structured interviews. In this paper we will analyze some of the conversations that were recorded, in which there appeared instances of humor use. We base our analysis of those conversations on the narrative dimensions of tellership, tellability, embeddedness, linearity and moral stance (Ochs and Capps, 2001). We show in the analysis the ways in which the use of humor in the workplace shaped organizational identity building processes.

Trullén Fernández, Jordi
Serious play and funny work: the role of humor in organizational culture
Montanari, Fabrizio; Bigi, Nicola; Battilani, Giulia; Trullen, Jordi
Second conference on narratives and rhetoric in management
ESADE
Barcelona, 31/05/2007

Organizational researchers have been interested in workplace humor for a long time (Collinson, 2002; Duncan, 1990), and they have provided several explanations for the role that humor has in the workplace. Some have argued that humor contributes to organizational consensus and harmony by defusing workplace conflict and tension (Bradney, 1957; Coser, 1959; Hay, 2000), whereas others have understood humor as an instance of misbehavior (Ackroyd and Thompson, 1998) or resistance (Taylor and Bain, 2003). A third group of researchers have highlighted its symbolic importance as a medium for fostering group culture and identity (Bradney, 1957; Coser, 1959; Dwyer, 1991).

Our study builds on this narrative analysis tradition to concentrate on the role of workplace humor as a medium for organizational identity construction. We take a linguistic-anthropological approach and understand language not only as a mode of thinking but, above all, as a cultural practice, that is, as a form of action that presupposes, and at the same time brings about ways of being in the world (Duranti, 2001). Data for this study was collected by one of the researchers over the course of 9 months (February – October, 2006) in a small design firm in Northern Italy. This researcher acted as a participant observer while working in the organization during that period of time. He collected different kinds of data: ethnographical notes, observations, audio-video recording of meetings, coffee-breaks, lunch-time and work-time moments, and several in-depth semi-structured interviews. In this paper we will analyze some of the conversations that were recorded, in which there appeared instances of humor use. We base our analysis of those conversations on the narrative dimensions of tellership, tellability, embeddedness, linearity and moral stance (Ochs and Capps, 2001). We show in the analysis the ways in which the use of humor in the workplace shaped organizational identity building processes.

Valls Giménez, Josep Francesc
Sardá Borroy, Rafael
Vila Fernández-Santacruz, Mar
Crecimiento turístico responsable y cambio climático
XVI Simposio Internacional Turismo ESADE
ESADE
Barcelona, 23/05/2007

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

La ponencia presentaba los resultados preliminares de la nueva investigación de la red SEKN (Social Entrepreneurship Social Network), centrándose en la importancia que tienen los "ecosistemas" o redes de organizaciones para que los sectores de bajos ingresos consigan actuar de forma eficiente en situaciones de mercado.

Análisis de la evolución de los precios, ingresos medios y rentabilidades en los hoteles urbanos europeos. Perspectivas de evolución futura según los directivos de los hoteles. Cambios en las estrategias de fijación de precios, y de mix de canales en la comercialización de hoteles urbanos.

This article contributes to the conversation on entrepreneurial opportunities by advancing a new typology of opportunities, which is grounded in entrepreneurial knowledge. The typology we put forward draws on March’s (1991) distinction between knowledge exploration and knowledge exploitation. Opportunities could stem from exploration, which is about developing new knowledge. Alternatively, they can come from exploitation, in which existing knowledge is being leveraged. We use March’s (1991) original distinction to re-interpret extant perspectives on entrepreneurial opportunities, such as that of Sarasvathy et al. (2005) on opportunity recognition, opportunity discovery, and opportunity creation, and to enrich them by incorporating two other views of opportunities, those stemming from replication (Winter & Szulanski, 2001) and brokerage (Burt, 1992; 2004).

This paper contributes to the conversation on entrepreneurial opportunities by advancing a new typology of opportunities, which is grounded in entrepreneurial knowledge. The typology we put forward draws on March’s (1991) distinction between knowledge exploration and knowledge exploitation. Opportunities could stem from exploration, which is about developing new knowledge. Alternatively, they can come from exploitation, in which existing knowledge is being leveraged. We use March’s (1991) original distinction to re-interpret extant perspectives on entrepreneurial opportunities, such as that of Sarasvathy et al. (2005) on opportunity recognition,
opportunity discovery, and opportunity creation, and to enrich
them by incorporating two other views of opportunities, those
stemming from replication (Winter & Szulanski, 2001) and
brokerage (Burt, 1992; 2004).

Given the growing prevalence of Internet fraud and its
enormous social costs, the goal of this article is to advance
theoretical understanding of the power that perpetrators use
when influencing victims in fraudulent transactions.

Specifically, the article proposes an interactive model,
combining the dimensions of power and negotiation from the
management and psychology literature. We then examine the
moderating effects of the Internet on the communication and
fraud process between perpetrator and victim, as well as
some of the major tactics employed to appeal to each power
type in predominant fraud forms.

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Mendoza Mayordomo, Francisco Javier
**What is a high-growth entrepreneur? Two Spanish cases** (Workshop)
Roundtable discussion: High-Growth Entrepreneurship:
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<td>Mirosa Martínez, Pedro</td>
<td>El aprovechamiento por los administradores de las oportunidades de negocio de la sociedad administrativa (sociedades cotizadas y no cotizadas).</td>
<td>Congreso UNIJES 2007, Derecho de Sociedades. Universidad de Deusto, ICADE, ESADE Barcelona, 11/06/2007</td>
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<td>Montaña Matosas, Jordi</td>
<td>Acción en el lugar de venta: tendencias y oportunidades (Conferencia)</td>
<td>VII Congreso Nacional de la Publicidad en el Lugar de Venta ADIFA Barcelona, 06/06/2007</td>
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<td>Sesión COTEC de Identificación de Oportunidades Tecnológicas: La gestión del diseño en la empresa (Workshop)</td>
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<td>Murillo Bonvehí, David</td>
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<td>Murillo Bonvehí, David</td>
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<td>Murillo Bonvehí, David</td>
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<td>Murillo Bonvehí, David</td>
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<td>Obeso Abalde, Carlos</td>
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<td>Sagarra Trias, Eduard</td>
<td>La Joventud immigrant, Empresa i Societat</td>
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<td>Sagarra Trias, Eduard</td>
<td>La extranjeria en España 2006</td>
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<td>Cumbre Hispano Lusa Sobre Inmigración e integracion en la peninsula iberica. Seminario Palhava Embajada de España en Portugal Lisboa, 14/05/2007</td>
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<td>Sánchez Torres, Esther</td>
<td>Nuevas exigencias legales en materia de igualdad</td>
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<td>Novedades Legislativas 2007: Promoción de la autonomia personal y atencion a las personas en situacion de dependencia e igualdad efectiva de mujeres y hombres ESADE Barcelona, 30/05/2007</td>
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<td>Sánchez Torres, Esther</td>
<td>Cómo ayudar a implantar politicas de igualdad en las empresas: guía para la igualdad de oportunidades entre mujeres y hombres en la empresa</td>
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<td>EL desafío de la Igualdad de Oportunidades en las empresas Consejería de Empleo y Mujer. Comunidad de Madrid Madrid, 09/05/2007</td>
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<td>Soler Vicente, Ceferí</td>
<td>Indicadores de capital humano en Europa. Lisbon Council</td>
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<td>Vila Fernández-Santacruz, Mar</td>
<td>Estrategias de hoteles urbanos españoles y europeos ante el low cost. III estudio</td>
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<td>Seminario de Innovación en la gestión hotelera ESADE- KEYTEL Barcelona, 07/05/2007</td>
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<td>Vila Fernández-Santacruz, Mar</td>
<td>Best practices en innovación en el sector hotelero español: innovaciones singulares vs universales</td>
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<td>Jornada Best Practices en Innovación en el sector hotelero español ESADE Barcelona, 08/05/2007</td>
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Ansotegui Olcoz, Carmen
Inclusión y exclusion en el IBEX35. Posibilidades estratégicas
Working Papers ESADE, nº 206
38 p.

This work studies the behaviour of the extraordinary profitability of the shares that are included and excluded in the periodic revision of the IBEX35. The work completes, on the one hand, the work already carried out by Gómez and Yzaguirre (2003) in the Spanish market for a more limited sample period. It is confirmed that the companies included in the IBEX35 have positive profitability and those excluded, a negative profitability, before the change takes place; after the change, this prices trend is inverted. The new feature of the work is that it studies the extent to which the market anticipates the changes that take place in the IBEX35. To a great extent, the ordinary changes in the IBEX composition respond to technical capitalisation and liquidity criteria, which results in those changes being identifiable in advance. There are indications of anticipation capacity in the market, given that profitability in previous periods, both in terms of the announcement as well as the month of change, is positive in those that will be included and negative in those that will be excluded. On the other hand, the reversion of prices is partial, provided that broad periods, of 30 days or more, are considered around the change.

Full-Text

Dumitrescu, Gabriela Ariadna
Liquidity and Optimal Market Transparency
Social Sciences Research Network Working Papers Series nº 942912

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

Full-Text

Forte Arcos, Santiago
Implied Default Barrier in Credit Default Swap Premia
Alonso, Francisco; Forte, Santiago; Marqués, J. Manuel
Working Papers ESADE, nº 207
42 p.

This paper applies the methodology developed by Forte and Peña (2006) to extract the implied default point in the premium on credit default swaps (CDS). As well as considering a more extensive international sample of corporations (96 US, European and Japanese companies) and a longer time interval (2001-2004), we make two significant contributions to the original methodology. First, we calibrate bankruptcy costs, allowing for the adjustment of the mean recovery rate of each sector to its historical average. Second, and drawing on the sample of default point indicators for each company-year obtained, we propose an econometric model for these indicators that excludes any reference to the credit derivatives market. With this model it is thus possible to estimate the default barrier resorting solely to the equity market. Compared with other alternatives for setting the default point in the absence of CDS (such as the optimal default point for shareholders, the default point in the Moody’s-KMV model or the face value of the debt), the out-of-sample use of the econometric model significantly improves the capacity of the structural model proposed by Forte and Peña (2006) to differentiate between companies with an investment grade rating (CDS less than 150 bp) and those with a non-investment grade rating.

Full-Text

Ramis-Pujol, Juan
Methodologies for practical relevance and transmission: Case Studies
Research Note ESADE, nº 8
26 p.

This article summarizes relevant references that are useful when conducting case study research. The reader will find in this article a first approach to understand what a case study is, what type of research is best constructed with case studies, and how to efficiently build case studies. This essay includes a definition of case study and the main considerations a researcher should manage in his interaction with the field of research. Concerning case studies construction, we include sections on data gathering, data treatment and analysis and data validity. Cross-case analysis is also addressed for the purpose of possible multi-case study research projects.

Full-Text
Sabal Cárdenas, Jaime
Joan Roig: A Golden Retirement?
Garay U.; Sabal J.
nº 107-036-1
10 p.

In 1960, just after graduating as an Industrial Engineer, Joan Roig migrated to Venezuela when hired by a construction material distributor. In 1975 he started 'Ferreterias El Clavo', a successful hardware store. Joan amassed substantial savings and in January 2006 he reached an agreement to sell the company to a fast growing Chinese firm and decided to make all the necessary arrangements to retire in his native Catalonia. Joan wished to invest his portfolio wisely in order to finance his expenses during retirement and to bequeath at least $8 million to his wife and son in current US dollars. Joan had also to decide whether to buy or rent an apartment in Barcelona.

BOOK REVIEWS

Sayeras Maspera, Josep M.
The Great Crash 1929 by John Kenneth Galbraith
Full-Text

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

**Vila Fernández-Santacruz, Mar**

**Sureda Pascual, Joan**

**Evolución de la sensibilidad al precio de los viajeros españoles 2005-2007**

XVI Simposio Internacional de Turismo y Ocio, ESADEFORUM

ESADE, Mayo 2007

The arrival of low-cost air carriers has brought with it an increase in the number of journeys, and a greater sensitivity to price, to the point where price has become the determining factor in Spanish travellers’ decision-making process; before low cost, price was an important but non-determining component of this process. This chapter analyses the evolution of sensitivity and its consequences. The main consequence lies in clients’ confusion over statements about quality, and how these statements translate into price. Clients are not always able to perceive cost reduction strategies as opposed to other price fixing strategies used by companies. As a result, the value for money relationship, which in periods before low-cost travel seemed apparent, is now unclear for the majority of people – as is mentioned in this study – to the point where a significant segment of the population has no guidelines with which to make a comparison between value and price.

**Full-Text**

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**Vila Fernández-Santacruz, Mar**

**Valls Giménez, Josep Francesc**

**Costa Guix, Gerard**

**Estrategias de hoteles urbanos españoles y europeos ante el low cost**

XVI Simposio Internacional de Turismo y Ocio, ESADEFORUM

ESADE, Keytel, Mayo 2007

Análisis de la evolución de los precios, ingresos medios y rentabilidades en los hoteles urbanos europeos. Perspectivas de evolución futura según los directivos de los hoteles. Cambios en las estrategias de fijación de precios, y de mix de canales en la comercialización de hoteles urbanos.

**Full-Text**

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**PhD THESES**

**Figueroa Huencho, Verónica**

**Castiñeira Fernández, Angel (Director)**

**Capital social y desarrollo indígena urbano: Una propuesta para una convivencia multicultural. Los Mapuches de Santiago de Chile**

Universitat Ramon Llull. ESADE

Barcelona, 9/7/2007

El multiculturalismo se ha convertido en un fenómeno que plantea nuevos desafíos a la convivencia en las sociedades democráticas latinoamericanas, caracterizadas por la existencia de más de 400 pueblos indígenas diferentes. Sin embargo, dicha diversidad ha estado marcada por la pobreza y la marginación, y estos pueblos han sido incorporados de modo marginal y precario a los proyectos nacionales. Además, los crecientes movimientos migratorios desde sus territorios de origen hacia las zonas urbanas han acentuado aún más las diferencias entre ellos y las sociedades dominantes.

Ante esta situación, en la última década han aumentado o han resultado más visibles en el espacio público las demandas y reclamaciones de los pueblos indígenas, los cuales se han convertido en nuevos actores políticos que han instado a los estados a buscar nuevas formas de entender el desarrollo indígena a través de políticas y estrategias coherentes con los principios del multiculturalismo, atendiendo a aspectos culturales, normativos y de valores.

La presente tesis constituye una aportación a este desafío, al proponer un modelo de estudio basado en la teoría del capital social adecuado a las necesidades y características de los pueblos indígenas urbanos, que se nutre, además de las aproximaciones teóricas del multiculturalismo, del desarrollo indígena, así como de la revisión de experiencias relevantes en este ámbito. De esta forma, a partir de una mirada integral, este modelo identifica, conceptualiza y pone en juego aquellos elementos que deben tenerse en cuenta en el diseño y la implementación de políticas, planes y programas orientados a los indígenas urbanos, y que servirán de guía a las acciones de los estados y los organismos internacionales.

Este modelo de estudio para el capital social indígena urbano se aplica a los mapuches que habitan en dos comunas de la ciudad de Santiago de Chile, a partir de una aproximación cualitativa. Ello ha permitido conocer las características de este capital social, sus variables constitutivas, su comportamiento en la realidad, las relaciones dinámicas que se establecen entre ellas y la influencia del entorno, entre otros elementos, lo cual da cuenta del carácter integral y multidimensional de nuestra propuesta. Los resultados obtenidos han servido de base para la generación de propuestas y recomendaciones concretas de políticas, planes y programas, así como de posibles líneas de acción respetuosas con la diversidad.
Knoppen, Desirée
Christiaanse, Ellen (Director)
Supply Chain partnering: A comprehensive framework of interorganizational adaptation
Universitat Ramon Llull. ESADE
Barcelona, 9/5/2007

Supply chain practice reveals that a relatively high share of partnering intents still do not meet the proposed objectives, despite the many theoretical promises. The related bodies of literature, such as operations and information systems, increasingly acknowledge that this lack of success might be better understood through exploring the behavioral rather than technical or economic dimensions of partnering. Nonetheless, this call for research has scarcely been filled to date. Therefore, the aim of this doctoral project has been to develop a comprehensive framework of interorganizational adaptation (IOAD) in supply chain partnerships. A first part of the dissertation “zooms out” and relates IOAD with economic and technical concerns of partnering. The developed multidisciplinary lens of partnerships draws a more complete picture of partnering than separate bodies of literature in isolation. A second part of the dissertation “zooms in” and develops in-depth IOAD and its relationship with power and interorganizational learning (IOL). The empirical qualitative study – at both ends of six buyer supplier dyads in the European food and packaging industry respectively – reveals that the behavioral view aids in understanding several otherwise paradoxical situations. It also illustrates how “learning to collaborate” processes lead towards concretting adaptations and that power is a dynamic concept: the mix of different types of “learning with” versus “learning from” depends on the degree of power imbalance, but the same “learning to collaborate” processes may reduce this power imbalance. The dissertation is a collection of four papers and contributes by providing a testable framework of IOAD, a relevant but ambiguously treated concept to date.

Massons Rabassa, Joan
Tornabell Carrió, Robert (Director)
La rendibilitat de les estacions catalanes
Universitat Ramon Llull. ESADE
Barcelona, 30/5/2007

La tesi pretén demostrar que hi ha dos models diferents d’abordar la possibilitat d’invertir en estacions d’esquí alpí. El primer d’aquests dos models és de resultat deficitari perquè no respecta el principi de la “producció conjunta” (Samuelson). El segon model assumeix que l’esquí alpí no és una activitat aïllada del seu entorn i de la suma de prestacions que li donen vida. La tesi arriba a la conclusió que el sector de l’esquí alpí a Catalunya és un exemple clar de la dualitat entre la rendibilitat social i la privada. A la vista de les exposicions conceptuales i les instrumentacions numèriques que la tesi presenta i de les que aporten els models de Thiébout i de Mirrlees, s’arriba necessàriament a la consideració de valorar la rendibilitat de les estacions d’esquí mitjançant la taxa social de descompte, i així s’obtenen les conclusions de la segona part de la tesi. Per a la iniciativa privada, l’explotació de la pràctica de l’esquí no és rendible, com també ho demostren les ràtios que s’han fet sobre balanços i estats de resultats. Aquests indicadors –sense el concurs d’altres tipus d’ingressos– donarien uns resultats baixíssims o pèrdues. El treball pot ser una contribució més per entendre les possibilitats d’inversió en estacions d’esquí en l’àmbit privat i, pel que fa a l’acció governamental, mostra la significació enorme del tema per la rendibilitat social que implica.

Peiró Posada, Manel
Batista-Foguet, Joan Manuel (Director)
Sauquet Rovira, Alfons (Director)
El compromiso de los médicos con el hospital y el compromiso con la profesión. ¿Lealtades contrapuestas?
Universitat Ramon Llull. ESADE
Barcelona, 13/6/2007

El propòsit d’aquesta recerca és detectar, analitzar i interpretar els diferents tipus de vincles que els metges assalariats estableixen amb els hospitals en els quals treballen. Els hospitals reclamen als seus facultatius un major compromís amb la institució, que s’afegeix a les pròpies exigències de la professió. Aquesta doble demanda de lleialtat, de compromís amb l’hospital i amb la professió, no sempre es resol amb facilitat ni de la mateixa manera, raó per la qual m’interessa determinar si aquests dos compromisos, aparentment contraposats, són compatibles i en quines circumstàncies. Suposadament, un facultatius compromès amb l’hospital i amb la professió, que compatibilitza les dues lleialtats, mostra una predisposició més gran a acceptar indicacions de la direcció, a realitzar un sobreesforç en el seu treball, a alinear els seus objectius professionals amb els institucionals, entre d’altres actituds desitjables. Per contra, dels metges que no concilien els seus compromisos, que viuen les demandes organitzatives i professionals com a incompatibles, cal esperar tot el contrari i la tensió entre les dues lleialtats pot desembocar previsiblement en l’anomenat conflicte organització-professional. En concret, la pretensió de la tesi és: 1) Aprofundir en el coneixement del compromís organitzatiu dels metges amb l’hospital en el qual treballen, i determinar la intensitat d’aquest compromís. 2) Determinar el grau de compromís amb els diferents focus amb els quals els metges es senten compromesos. 3) Comprendre millor el compromís d’aquests metges amb la seva professió i determinar el grau d’aquest compromís. 4) Esbrinar les relacions entre el compromís organitzatiu i el professional, la tensió que es puguin generar entre aquests compromisos i les diferents tipologies de resposta que es poden ocasionar a conseqüència de la contraposició de les dues lleialtats. 

Els resultats de la recerca que es proposa poden contribuir a una millora de la gestió dels hospitals, en la mesura que aportin un major coneixement dels interessos i les expectatives dels metges que permeti una renovació de les pràctiques de gestió de persones, més ajustades a les necessitats del grup professional de referència.
Trullén Fernández, Jordi
Quality evaluations and their impacts: the roles of legitimacy and significance
Bartunek, Jean M. (Director)
Boston College
Boston, 20/3/2007

Previous research in the areas of institutional quality assessment and also total quality management has paid little attention to the role of cognition and focused more on how to create better evaluation systems or how quality programs improve organizational performance. In this dissertation, I have built on previous research on organizational change and cognition to shed new light on quality assessments in universities. Within the context of periodical program quality evaluations in universities, I assessed the effects of several antecedents on faculty perceptions of evaluations legitimacy and significance, and tested their mediating role in the formation of faculty attitudes towards a future re-evaluation. I found that faculty identification with their program led them to rate the legitimacy and significance of evaluations more highly. In addition, faculty who belonged to the humanities and social sciences were more likely to perceive evaluations as legitimate than were faculty in the technical and natural sciences. The fidelity of the past evaluation to the model developed by the Evaluation Agency did not have any effect on faculty perceptions of evaluations. Perceptions of the legitimacy and significance of evaluations partially mediated the effect of identification with the program on attitude towards a future re-evaluation, although in the case of legitimacy this mediation was only marginally significant, and perceived legitimacy moderated the impact of perceived significance on attitude towards a future re-evaluation. I conclude that faculty perceptions of evaluations and their attitude towards them depend on their level of identification with the program under evaluation. This research contributes to the extant literature on quality evaluations. First, it shows that faculty attitudes towards a future re-evaluation are partially mediated by their perceptions of evaluations significance and more weakly by their perceptions of evaluations legitimacy. Second, faculty identification positively affects their perceptions of program evaluations and their attitude towards a future re-evaluation. Third, it shows that the fidelity of the last evaluation process to the Evaluation Agency model does not affect faculty perceptions of evaluations. Finally, my study indicates that faculty perceptions of evaluations legitimacy and significance interact to shape faculty attitudes towards a future re-evaluation.

Urriolagoitia Doria Medina, Lourdes
Planellas Arán, Marcel (Director)
El ciclo de la vida de las relaciones de patrocinio: Desarrollo de un modelo desde la perspectiva de las alianzas estratégicas
Universitat Ramon Llull. ESADE
Barcelona, 19/6/2007

En los últimos años, diversos autores han reconocido que las relaciones de patrocinio operan como alianzas estratégicas. Sin embargo, también enfatizan la falta de aproximaciones analíticas que permitan conocer el proceso de desarrollo de este tipo de alianzas estratégicas. Respondiendo a este llamamiento se ha desarrollado un modelo sobre el ciclo de vida de las relaciones de patrocinio que articula elementos de la perspectiva relacional de la firma, el enfoque conceptual sobre las dinámicas en el proceso de desarrollo de las alianzas estratégicas y la literatura de patrocinio. Para desarrollar el modelo sobre el ciclo de vida se ha realizado una investigación cualitativa mediante el estudio de casos longitudinal. Se identificaron tres relaciones de patrocinio que han sido capaces de crear y sostener un patrocinio exitoso durante un largo periodo de tiempo en el que además, se han involucrado a fondo. Estas relaciones de patrocinio son: UBS/equipo Alinghi, que pertenece al ámbito deportivo, BBVA/Ruta Quetzal que pertenece al ámbito cultural y DKV/Intermón Oxfam que pertenece al ámbito social. La investigación parte de la pregunta principal ¿cómo se crean y se desarrollan las relaciones de patrocinio? Para cada caso, se procedió a buscar distintas fuentes de información para poder triangular la y así, recoger la más relevante y representativa reduciendo la probabilidad de malinterpretarla o tergiversarla. Así, los datos provienen de fuentes primarias y fuentes secundarias de información. Para sistematizar y analizar los datos colectados se fueron interpolando la síntesis de la información y la deducción de las conclusiones antes, durante y después de la recolección de información. El estudio de los tres casos ha revelado una pauta de comportamiento secuencial en el desarrollo de estas relaciones de patrocinio en tres etapas de evolución interrumpidos por periodos cortos de revolución. Asimismo, ha permitido identificar las características clave en el éxito de las relaciones de patrocinio y analizar en profundidad la evolución de estas características a lo largo de su ciclo de vida.
PhD PROGRAMME CONTRIBUTIONS

Albrecht, Chad
Fox, Paul
Wareham, Jonathan

Negotiation and Power in the Cybercrime Framework
Conan Albrecht, P. Fox, J. Wareham
12th Americas Conference on Information Systems,
Acapulco, August 4-6, 2006

Albrecht, Chad
Arenas Vives, Daniel
Sauquet Rovira, Alfons

Towards a Better Understanding of the Breakdown of Organizational Cultures
Chad Albrecht, Conan Albrecht, Daniel Arenas, Alfons Sauquet
2006 EBEN conference, Vienna

Albrecht, Chad
Dolan, Simon

Financial Fraud: The How and Why
Albrecht, Chad; Albrecht, Conan; Dolan, Simon

Albrecht, Chad

The Effect of Country and Organizational Factors on Public Equity Marquet Access.
Albrecht, Chad; Albrecht, Conan C.; Freeman, Lon R.; Albrecht, W. Steve

It has long been understood that company-specific factors such as having several years of growth and consistent financial performance, being of sufficient size and having good prospects for future success are important determinants of whether or not companies can be successfully listed on the world’s major stock exchanges and have access to equity markets. What is less clear is whether or not there are country-specific variables that are also important in determining whether companies have access to those same equity markets.

In this paper, we examine the association between market capital of foreign listers on the New York (NYSE) and London Stock Exchanges (LSE) and various country-specific criteria. Particularly, we associate perceived corruption, economic risk, financial risk, political risk and social development with the total market capital of all firms listed from various countries on the NYSE and LSE.

Our results indicate that, when examining our total data set of 130 countries together, perceived corruption and social development are the two factors most closely associated with amount of capital raised on the NYSE and LSE. When the countries are segregated into first-, second- and third-world countries, political risk is most important for first-world countries, financial and economic risk are most important for second-world countries and political risk and social development are most important for third-world countries.

Albrecht, Chad

A Comment on Koerber and Neck’s (2006) "Religion in the Workplace: Implications for Financial Fraud and Organizational Decision Making".

Koerber and Neck (2006) have argued that the adoption of religion in the workplace can create an environment that leads to a greater possibility of financial fraud. This logic flows from the proposition that a culture embedded in religion allows the fraud triangle to develop by creating a greater opportunity for fraud to occur. Koerber and Neck have raised some interesting points. However, in the following commentary, I challenge their proposition that religion in the workplace will increase an organizations overall susceptibility to fraud. I base this proposition on two key elements of the fraud triangle—pressure and rationalization. In the following commentary, I propose that, by examining the entire fraud triangle—not just one element of the fraud triangle—organizations embedded in religion may have an overall minimized risk of financial fraud.
Albrecht, Chad
Malagueño de Santana, Ricardo
Sierra Olivera, Vicenta
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The Impact of Inter-Firm Collaborations by Researchers on Innovation in Biotechnology Firms
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Inter-Firm Collaborations and Innovation in Biotechnology Firms
Almeida, P.; Hohberger, J.; Parada, P.; Planellas, M.
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Parada Balderrama, Pedro Alfonso
Planellas Arán, Marcel
Individual Collaborations and its Impact on Innovation in Biotechnology Firms
A focus of current research in strategic management has been on formal strategic alliances and their role in inter-firm learning. We suggest that collaborations across firm boundaries at the individual level can also positively enhance a firm’s knowledge base and hence innovativeness. Our paper focuses on the role of inter-firm collaborations by biotechnology researchers and their impact on the patented innovative output of firms. We find that after controlling for other factors that affect innovative output, the total number of individual collaborations (aggregated at the firm level) positively impacts the patenting output of stand-alone biotechnology firms. We also find that the impact of these informal collaborations on firm innovativeness decreases with age and size of the firm.

**Knoppen, Desiree**  
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**Interorganizational adaptation in Supply chains: an empirical examination of buyer-supplier dyads in the European food industry.**  
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**Knoppen, Desiree**  
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**Learning to Collaborate: The Dynamics of Adaptation in Supply Chain Partnerships.**  
Knoppen, D.; Christiaanse, E.; Huysman, M.  
*Academy of Management*  
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Measuring Value Orientations across Nations: Analysis of the Quality of the European Social Survey for Measuring Values.
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Kusyk, Sophia
Lozano Soler, Josep Maria
A four-cell typology of key social issue drivers and barriers of SME social performance.

Kusyk, Sophia
Corporate Social Responsibility: a stakeholder approach to innovation

CSR and innovation are intangibles that are vital and strategic elements for securing the future success in our organizations. This article proposes a direct innovation stakeholder model as a conceptual link between CSR and innovation and concludes with postulating how stakeholder relations can create direct economic value.

Kusyk, Sophia
A SME Best practice business case: Bidones Egara.
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Kusyk, S.; Espanyó, J.
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Kusyk, Sophia
Lozano Soler, Josep Maria
Metaphors with fuzzy definitions in the business and society field.

Kusyk, Sophia
Stakeholder theory applied in the context of SMEs and human rights.

Social issues in management are complex phenomena. Organizations and ethical norms are socially constructed (Pinch & Bijker, 1987) and depended on dynamic processes of evolution. Systems, organizations, enterprises and individuals are in the pursuit of balancing self-interest and the common good. When considering the role of the enterprise in society a question arises and repeats itself in different contexts: How to move from what “is” towards what “ought to be”? In particular there seems to be a gap between the normative responsibility definitions and practice. The stakeholder theory has been identified as a hermeneutic of enterprise responsibility. From the perspective of stakeholder theory this thesis seeks to add to our understanding of how small and medium sized enterprise practice can interpret their social responsibility for the promotion of human rights in human resources management.

Kusyk, Sophia
Lozano Soler, Josep Maria
SMEs and CSR.
Annual report is the major communication device companies use to make their performance transparent to the public. Therefore, accounting narratives, and especially the chairman’s statement, play an increasing and significant role in the impression management. So far, literature has documented the increasing importance of accounting narratives. Nevertheless, limited emphasis has been placed on the disclosure of the industry threats and communicative strategies used when reporting bad news. The objective of this paper is to identify communicative strategies in accounting narratives used by chairmen in a specific scenario of companies that are suffering strong external vigilance. In the theoretical background we discuss the use of accounting narratives as an instrument for constructing company reality (Hines, 1988; Hopwood, 1996), the different perspectives of the annual reports researches, the impression management theory (Neu, 1991; Neu, Warsame and Pedwell, 1998), and the bad news disclosure Clatworthy and Jones, 2003). In the empirical part of this study we examine the narrative of chairman’s statements on quarterly, interim and annual financial reports of the British American Tobacco (BAT), second largest tobacco producer in the world, from 1998 to 2006. The tobacco industry was not selected by chance. This industry, which is in the center of a world wide debate, seems to issue a different level and type of information that are not observed in other industry sectors (Tsang, 1998). We conduct a content analysis on thirty-three chairman’s statements. Two types of categorization emerged from coding. The first categorization indicates the existence of recurring themes, which were based on the meaning of the words. Among them emphasis was given to the categories Threatening words and Good Performance words. Second categorization was conducted classifying words into three classes: positive, negative, and neutral. Results suggest the existence of a strategy of disclosure of Threatening words. In this strategy a pattern of usage of Good Performance words and Threatening words is observed. Moreover, in this relation the number of Good performance words always exceeds the number of Threatening words.

Companies implemented numerous practices in order to improve the work-life balance of their employees. Nevertheless studies have shown that the implementation of these practices did not always guarantee success. Scholars point out the importance of moving beyond the formulation of practices to the development of a family-friendly work culture. A question that arises relates to the role female top managers play regarding the promotion and creation of such family-friendly work cultures. Do they see themselves responsible for promoting family-friendly work environments? How do they articulate their attitude towards the promotion of a family-friendly work culture inside the top management team? This paper presents a conceptual model which explains the behaviour of females in top management teams; specifically their speaking up for work family integration. Factors and the cognitive structure that influence female top managers to promote a family-friendly work culture will be discussed.

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Suárez-Barraza, Manuel F.
La Mejora Continua y el Rediseño de procesos en un Ayuntamiento Español: El caso de los equipos de mejora en un entorno Kaizen
Certamen de la Federación de Municipios de Cantabria para Trabajos de Estudio e Investigación sobre temas relacionados con la Administración y el gobierno local. Torrelavega, Cantabria. 6/2007

En nuestro entorno competitivo actual muchas empresas se han convertido en organizaciones orientadas al trabajo en equipo, las investigaciones sobre los equipos de trabajo ha continuado incrementándose a lo largo de estas tres últimas décadas en el ámbito académico. Gran parte de estos estudios se han enfocado específicamente en comprender cómo los equipos de trabajo contribuyen en el rendimiento y efectividad organizacional. Aunque ha habido investigaciones que abordan el tema de los Equipos de Mejora en el sector privado, muy pocos trabajos se han enfocado en el ámbito público. En este artículo, se utiliza un método cuantitativo basado en contestar el cuestionario denominado Team Learning and Development Inventory (TLI por sus siglas en inglés), por equipos de mejora del sector público. Basado en los hallazgos encontrados, en esta investigación se propone que los equipos de mejora que funcionan en un contexto público deben aplicar y practicar dos tipos metodologías de mejora, la Mejora Continua Incremental (MCI) y el Rediseño de Procesos (RP) de manera simultánea en sus proyectos de mejora. De manera adicional a estos primeros resultados, también se propone que los equipos de mejora no deben intentar sólo desarrollar sus habilidades grupales mediante la aplicación de ambas metodologías (MCI y RP), por el contrario, cada uno de los equipos de mejora debe tratar de desarrollar sus habilidades y capacidades mediante el uso de la Mejora Continua Incremental y el Rediseño de Procesos como parte de su filosofía interna.
AWARDS

Giménez Thomsen, Cristina
Business Conditions, Integration and Performance in Supply Chains
van Donk, D.P.; van der Vaart, T.; Gimenez, C.
14th International Annual EurOMA Conference
EUROMA - Bilkent University
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Best Paper Award.

MISCELLANEOUS

ESADE obtiene 2 proyectos en las primeras convocatorias del Séptimo Programa Marco FP7, de la Unión Europea.
De las 5 propuestas presentadas en la convocatoria de principios de 2007, 2 han sido aceptadas y se está en fase de negociación:

En el Programa Capacities:

Saris, Willem
Proyecto: ESSPrep. The European Social Survey Infraestructure Preparatory Phase.

En el Programa People:

Trullen Fernández, Jordi
Proyecto: ROLEG-SIG-ACCREDIT. The roles of legitimacy and significance in higher education accreditations.

Otras ayudas públicas competitivas:

Programa de Fomento de la Investigación Tecnológica. (PROFIT) del Ministerio de Industria Turismo y Comercio
Convocatoria de 2007:

Sauquet Rovira, Alfons; Wareham, Jonathan; Vila, Mar
Proyecto: "Infopoints: mobiliario urbano inteligente"
Coordinador: FuturLink Partners: Fundació Privada i2CAT, Internet i Innovació Digital a Catalunya, ESADE-
Universidad Ramon Llull, Grupos de Investigación: Wireless Networks Group - ( WNG ) y Knowledge
Engineeering and Machine Learnig Group (KEMLG) de la Universidad Politécnica de Cataluña.

Ministerio de Educación y Ciencia. Secretaría de Estado de Política Científica y Tecnológica. Convocatoria de
ayudas a proyectos de I+D 2007:

Dolan, Simon (IP); Diez, Miriam, y otros
Proyecto: SEJ2007-67618 "Nuevos métodos de prevención del síndrome de burnout en colectivos profesionales
con riesgo psicosocial".

Llebaria Samper, Sergio; y otros
Proyecto “Estudio de la función de la junta general en las sociedades de capital: problemas y propuestas de
solución” (SEJ2007-63752/JURI).
Investigador principal: Fernando Rodríguez Artigas, Universidad Complutense de Madrid.
Otros Proyectos competitivos:
El Grupo de Investigación GRACO se incorpora a un Proyecto Europeo del 6º Programa Marco:

Sauquet Rovira, Alfons; Wareham, Jonathan; Bou Alameda, Elena y otros
El Proyecto Integrado (IP) “Laboranova- Collaboration Environment for Strategic Innovation” (Cod. 035262) empezó su ejecución el 1 de Junio de 2006. ESADE a través del Graco se ha incorporado a dicho proyecto en Julio de 2007 en el que participan 23 partners, haciéndose cargo del WP nº 7 subproyecto enfocado hacia los Living Labs, como metodología de innovación.


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