This issue of the Research Bulletin summarises research published during the closing term of the 2009-2010 academic year. Put simply, it has been an outstanding year for research at ESADE, and the overall output will be summarised and published in the Research Yearbook later this year. However, we can briefly mention that some of this research has been published in 53 refereed journals, of which 32 have had an impact factor and 6 have appeared on the Financial Times’ list of recommended journals. This level of research quantity and quality is unprecedented at ESADE. It is an outstanding achievement and offers us the luxury of celebration and reflection.

Clearly, research is about so much more than output. Probing the most challenging scientific questions of our disciplines can be filled with controversy and conflict, as well as bewilderment, awe and mesmerising aesthetics. In other words, research is a fully romantic endeavour that speaks to a broad spectrum of human emotions. I would therefore like to invite you to take a closer look at this issue of the Research Bulletin, peer beyond the titles and explore much of the subtle, aesthetic qualities that characterise ESADE’s research.

In the future, I suspect that ESADE will face the challenge of balancing a result-oriented research culture with one that respects and celebrates its romanticism and aesthetics. Then again, upon reflection, what a wonderful challenge to have.

Jonathan D. Wareham
ESADE, Universidad Ramon Llull

Table of Contents

JOURNALS ................................................................. 2
ARTICLES IN REFEREED JOURNALS (PEER-REVIEWED PUBLICATIONS) .............................................. 2
ARTICLES IN OTHER RELEVANT JOURNALS ......................................................................................... 6
BOOKS, BOOK CHAPTERS AND OTHER CONTRIBUTIONS ................................................................. 8
BOOKS ............................................................................................................................... 8
BOOK CHAPTERS .................................................................................................................. 9
CONFERENCE PROCEEDINGS AND ACADEMIC CONGRESSES .......................................................... 11
NON ACADEMIC CONGRESSES AND CONFERENCES ......................................................................... 22
WORKING PAPERS ............................................................................................................... 24
CASES .............................................................................................................................. 25
MONOGRAPHHS .................................................................................................................. 26
PHD THESSES .................................................................................................................... 27
PHD PROGRAMME CONTRIBUTIONS ............................................................................................ 28
AWARDS AND OTHER ACOLLADES ......................................................................................... 30
MISCELLANEOUS .............................................................................................................. 31

Access to the electronic edition of this Research Bulletin and the archive of previous bulletins is available through the ESADE Intranet, under the section, Research News, in the right-hand menu.
ARTICLES IN REFEREED JOURNALS (PEER-REVIEWED PUBLICATIONS)

Arcalean, Calin
Schiopu, Ioana
Public budget composition, fiscal (de)centralization, and welfare
Glomm, G.; Suedekum, J.; Arcalean, C.; Schiopu, I.
Canadian Journal of Economics-Revue Canadienne d'Economique
(2009 IF=0.582)
Wiley
Vol. 43, no. 3, 08/2010, p. 832-859
Study of the optimal degree of fiscal decentralization in a dynamic federal economy where governments decide on budget size and its allocation between public education and infrastructure spending. We find that full centralization of tax and expenditure policies is optimal when infrastructure productivity is similar across regions. When differences are not too large, partial centralization is optimal. With strong differences, full decentralization becomes optimal. National steady-state output tends to be highest under full decentralization. We provide a justification for the mixed evidence regarding the Oates conjecture by showing that full dominates partial decentralization, despite being inferior to complete decentralization.

Boisot, Max
Integrating modernist and postmodernist perspectives on organizations: A complexity science bridge
McKelvey, B.; Boisot, M.
Academy of Management Review
(2009 IF=7.867; FT TOP45)
Academy of Management
Competition between modernism and postmodernism has not been fruitful. and management researchers are divided in their preference, thereby undermining the legitimacy of truth claims in the field as a whole. Drawing on Ashby’s Law of Requisite Variety, on complexity science, and in particular on power-law-distributed phenomena. We show how the order-seeking regime of the modernists and the richness-seeking regime of the postmodernists draw on different ontological assumptions that can be integrated within a single overarching framework.

Bonache Pérez, Jaime Alfonso
Crossing national boundaries: A typology of qualified immigrants career orientations
Zikic, J.; Cerdin, J. L.; Bonache Pérez, J. A.
Journal of Organizational Behavior
(2009 IF=1.998)
John Wiley & Sons
This qualitative study examines objective-subjective career interdependencies within a sample of 45 qualified immigrants QIs in Canada, Spain and France. The particular challenges in this type of selfinitiated international careers arise from the power of institutions and local gatekeepers, the lack of recognition for QIs foreign career capital, and the need for proactivity. Resulting from primary data analysis, we identify six major themes in QIs subjective interpretations of objective barriers: Maintaining motivation, managing identity, developing new credentials, developing local knowhow, building a new social network and evaluating career success. Secondary data analysis distinguishes three QI career orientations-embracing, adaptive and resisting orientations-with each portraying distinct patterns of motivation, identity and coping. This study extends the boundaryless career perspective by providing a more finegrained understanding of how qualified migrants manage both physical and psychological mobility during selfinitiated international career transitions. With regards to the interdependence between objective and subjective career aspects, it illustrates the importance of avoiding preference to one side at the neglect of the other, or treating the two sides as independent of one another. Practical implications are proposed for career management efforts and receiving economies.
Bonache Pérez, Jaime Alfonso  
Expatriation: Traditional criticisms and international careers: Introducing the special issue  
Suutari, V.; De Saá, P.; Bonache Pérez, J. A.; Brewster, C. J.  
*Thunderbird International Business Review*  
John Wiley & Sons  
Vol. 52, no. 4, 06/2010, p. 263-274

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

Busquets Carretero, Xavier  
Orchestrating smart business network dynamics for innovation  
*European Journal of Information Systems*  
*(2009 IF=1.200)*  
Palgrave Macmillan  
Vol. 19, no. 4, 08/2010, p. 481-493

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

Dolan, Simon  
Raich, Mario  
La gestión de las personas y los recursos humanos en el siglo XXI: Cambio de paradigmas, roles emergentes, amenazas y oportunidades  
*Revista de Contabilidad y Dirección*  
ACCID  
No. 10, 08/2010, p. 35-52

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

The role of performance measurement systems in strategy formulation processes

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

This article aims to contribute toward a better understanding of the extent to which the use of Strategic Performance Measurement Systems (SPMS), often considered as only strategy implementation tools, influences strategy formulation processes. We define SPMS as a subset of Performance Measurement Systems (PMS) characterised by the integration of long-term strategy and operational goals, the presence of multi-perspective metrics, the inclusion of cause-effect linkages, and the presence of a goals-targets-action plans sequence. We hypothesise that organizations that use SPMS engage in strategy formulation processes differently from those that use Performance Measurement Systems (PMS) which do not qualify as SPMS, or those which do not use any type of PMS. In particular, we expected the use of SPMS to relate to (1) a greater frequency of strategy (re)formulations (2) a greater number of decisions in each strategy (re)formulation and (3) a wider variety of decisions in each strategy (re)formulation. Empirical data gathered from surveys completed by 349 CEOs of medium and large Spanish companies did not provide evidence to support SPMS being associated with a higher frequency of strategy (re)formulation attributes studied when we compared firms that use PMS which do not qualify as SPMS, and firms that do not have any PMS in place. These findings support that the specific configuration of dimensions that constitute an SPMS (as opposed to other forms of PMS) is relevant in shaping strategy (re)formulation processes. Furthermore, separate analysis of each of the dimensions that constitute an SPMS suggested that the detected links are primarily associated with the inclusion of multi-perspective indicators and cause-effect linkages in the design of the SPMS.

Giné Daví, Jaume

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

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

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

Sandoval Argaza, Fernando
Suárez Barraza, Manuel Francisco

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

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

One of the main problems for managers is forming work groups where experts’ knowledge is truly utilized in order to successfully solve the task assigned. The question that arises is: “How can expert knowledge be best used for different types of teams?” In order to resolve this question, we center on studying three teams that follow methodologies in order to improve kaizen work processes.
Saz-Carranza, Ángel
Paradox and collaboration in network management
Saz-Carranza, Á.; Ospina, S. M.
Administration & Society
(2009 IF=1.053)
Sage Publications
Vol. 42, no. 4, 07/2010, p. 404-440

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

Svejenova Nedeva, Silviya
Vives de Prada, Luis
Álvarez Álvarez, José Luis
At the crossroads of agency and communion:
Defining the shared career
Journal of Organizational Behavior
(2009 IF=1.998)
John Wiley & Sons
Vol. 31, no. 5, 07/2010, p. 707-725

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

Wareham, Jonathan
Knowledge arbitrage in Global Pharma: A synthetic view of absorptive capacity and open innovation
Hugues, B.; Wareham, J.
R & D Management
(2009 IF=0.928)
Blackwell Publishing
Vol. 40, no. 3, 06/2010, p. 324-343

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

Abel Lluch, Xavier
La responsabilidad penal, civil y disciplinaria del perito
Diario La Ley. Cuadernos de Probática y Derecho Probatorio
Madrid: La Ley
No. 7430, 06/2010, p. 6-9

El incumplimiento de los deberes del perito puede generar responsabilidad en el orden penal, civil o disciplinario. Aun cuando existe una regulación legal de la responsabilidad penal en el Código Penal, con la previsión de los delitos especiales como el falso testimonio del perito (arts. 459 y 460 CP); en el Código Civil, con la previsión de una responsabilidad extracontractual o contractual, y en los Códigos Deontológicos de los colegios profesionales, lo cierto es que dicha responsabilidad es estadísticamente poco frecuente, aun cuando cada vez son más frecuentes las reclamaciones frente a peritos. El presente artículo especifica cada una de estas responsabilidades.

Giné Daví, Jaume
El ECFA, otro gran paso para normalizar las relaciones China - Taiwan - ¿Una amenaza "Chiwan" para Corea del Sur? - Efectos para Japón y Corea del Sur
Observatorio de la Política China
Barcelona: Casa Asia

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

Giné Daví, Jaume
Tailàndia, una societat dividida territorialment i socialment
Butlletí Centre d'Estudis Jordi Pujol
Barcelona: Centre d'Estudis Jordi Pujol
No. 212, 06/2010, p. 1-2

El bello país de las sonrisas sufre desde hace 4 años una crisis política que está profundizando la división social y territorial. Un "tsunami" político que azota con réplicas periódicas la vida política tailandesa. La cuenta intervención militar para poner fin, el 19 de mayo, a la ocupación del centro comercial y financiero de Bangkok por parte de los camisas rojas, ha llevado políticamente al país a un callejón en el cual aún no se divisa la salida.

Giné Daví, Jaume
La grave crisis económica de Corea del Norte
Carta de Asia - Economia
Barcelona: Casa Asia

Se analizan los factores que han conducido al país en una delicada situación económica: el estrepitoso fracaso de la reforma monetaria aprobada el 30 de noviembre de 2009 y la decisión de Seúl de suspender las relaciones económicas y comerciales con el Norte, tras el hundimiento por un torpedo norcoreano del buque surcoreano "Cheonan" acaecido el 26 de marzo. El régimen de Pyongyang solo puede resistir gracias a la ayuda económica de China.
Planellas Arán, Marcel
Un enfoque estratégico para la gestión de alianzas
Wassmer, U.; Dussauge, P.; Planellas Arán, M.
Harvard Deusto Business Review
Barcelona: Deusto
No. 191, 06/2010, p. 32-44

Cuando una empresa añade una nueva alianza estratégica a su cartera, tiende a centrarse en la cantidad de valor que va a crear la alianza como una operación independiente, pero normalmente pasa por alto el hecho que la composición integral de su cartera de alianzas es un determinante clave de valor que se extrairá de una alianza nueva. En otras palabras, a veces una oportunidad de alianza que promete crear valor desde una perspectiva aislada no creará necesariamente valor desde la perspectiva de la cartera de alianzas. La formación de una nueva alianza puede incluso llegar a ser una operación que destruya valor globalmente.

Vila Fernández-Santacruz, Mar
Chic & Basic
Enz, C.; Sun, J.; Vila Fernández-Santacruz, M.
Cornell Hospitality Report
Ithaca, NY: Cornell University. Center for Hospitality Research
Vol. 10, no. 10, 07/2010, p. 10-11

Service innovation is the introduction of new or novel ideas that focus on services that provide new ways of delivering a benefit, new service concepts, or new service business models through continuous operational improvement, technology, investment in employee performance, or management of the customer experience. Since the formulation of this definition at a Center for Hospitality Research roundtable, we have sought to identify innovative practices that focus on services. In the cases to be presented here, we will feature organizations that illustrate distinctly service-focused innovations, whether they offer exemplary customer service delivery, build service cultures, introduce new service concepts or business models, refine implementation of new services (i.e., process innovation), or use technology to enable customer services. Chic & Basic has devised a new hostel concept using key elements of cost management while offering distinctive amenities and design elements.
BOOKS, BOOK CHAPTERS AND OTHER CONTRIBUTIONS

BOOKS

Abel Lluch, Xavier
Richard González, Manuel
*Estudios sobre prueba penal. Volumen I. Actos de investigación y medios de prueba en el proceso penal: competencia, objeto y límites*

Madrid: Wolters Kluwer. La Ley, 06/2010
461 p.

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

Carreras Fisas, Ignasi
Iglesias Pie, Maria
Sureda Varela, Maria
*Transformar con éxito las ONG. El liderazgo del cambio*

Barcelona: ESADE. Instituto de Innovación Social, 06/2010
212 p.

La publicación se centra en una temática fundamental para la sostenibilidad de cualquier tipo de entidad: cómo liderar y gestionar los cambios. Aunque toda organización debe ser capaz de saber transformarse con éxito, esta necesidad es más vital si cabe para las organizaciones no lucrativas: ¿Cómo va a promover el cambio social una entidad estática? ¿Cómo va a alcanzar su misión una ONG que no es capaz de ir reorientando su acción a medida que cambian su entorno y las necesidades sociales a cubrir?

El estudio ha permitido elaborar un modelo propio de liderazgo del cambio. El modelo divide los procesos de cambio en tres etapas: generar el cambio, promover el cambio e institucionalizar el cambio. En cada una de ellas, se han identificado los principales factores clave, a partir de la adaptación del modelo de Kotter al sector no lucrativo. Así, se enumeran los diez elementos clave a tener en cuenta para poder desarrollar procesos de transformación exitosos en las ONG.

Segarra Costa, Enric
*iEmpresas ganadoras! ¿Cuál es su secreto? ¿Cuáles sus estrategias?*

Barcelona: El autor; Madrid: Bubok Publishing, 07/2010
216 p.

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

**Correlated-asset trading and disclosure of private information**

In *The handbook of trading: Strategies for navigating and profiting from currency, bond, and stock markets*

McGraw-Hill, 06/2010

p. 429-442

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

**Laborda Coronil, Anna**

**Anuari Sociolaboral de la UGT de Catalunya 2009**

In *Salaris, costos laborals i alguna cosa més*

Barcelona: La Fàbrica; UGT, 06/2010

p. 98-104

A lo largo del pasado año hemos asistido a los efectos de la crisis económica sobre nuestro entorno laboral y social en diversos aspectos. Este artículo se inspira en el análisis de los cambios sufridos por los salarios, fuente única de renta para millones de familias pero también uno de los principales costes para multitud de pequeñas y medianas empresas. Por otro lado, diversas fuentes periodísticas, voces de políticos y también de académicos, han ido comunicando, a lo largo del año, que el motivo por el cual a España le cuesta más salir de la crisis que a otros países vecinos, como por ejemplo Alemania, es porque el ajuste del empleo se ha realizado de forma externa, mediante despidos, cancelación de contratos temporales, etc. Las mismas voces abogaban por un ajuste interno, que implicara el reparto solidario del trabajo entre los empleados de la empresa a través de reducciones de jornada y moderaciones salariales entre otros.

En este artículo se pretende, más que mostrar cifras, presentar algunos datos y también algunas ideas sobre la evolución de costes y rentas, que permita, más allá de los hechos cuantificables, establecer una posible base para un debate más profundo, que puede determinar nuestro futuro, sobre la forma en que la economía española en general, y nuestras empresas en particular, pueden y deben encarar las crisis económicas en los momentos bajos del ciclo.

**Martínez-Ribes, Lluís**

**Neuromarketing aplicado a entidades deportivas y culturales**

In *Neuronas, deporte y cultura. Las bases biológicas*

David de Lorenzo & Lluís Martínez-Ribes

Barcelona: Sport Cultura Barcelona, 06/2010

p. 29-33

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

Innovation and the multinational enterprise
Asakawa, K.; Vives de Prada, L.; Svejenova Nedeva, S.
In The past, present and future of international business and management
Bingley: Emerald, 07/2010
p. 497-523

This paper takes stock of past research in International Management, zeroing in on the location and organization of, and capabilities for innovation in a multinational enterprise. It then reviews current realities and identifies emergent trends of MNE innovation to outline avenues for future research. It puts forward the need for further exploration of issues, such as emerging markets as innovation context and emerging multinationals’ knowledge creation approach, as well as the particularities of structuring for open innovation and capabilities for global knowledge sharing.
Agell Jané, Núria
An intermediary's perspective on co-creation: Mechanisms for knowledge management
Diasio, S.; Agell Jané, N.
16th Americas Conference on Information System (AMCIS) 2010
Association of Information Systems (AIS); Americas Conference on Information Systems (AMCIS)
Lima, Peru, 12/08/2010 - 15/08/2010

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

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

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

Arcalean, Calin
Dynamic fiscal competition and economic integration
2nd Conference Recent Developments in Macroeconomics
Centre for European Economic Research (ZEW)
Mannheim, 24/06/2010 - 25/06/2010

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

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

The paper explains why very different fiscal policies can become sustainable within economic unions. Competition and coordination arise as distinct incentives in a multi-country dynamic economy: capital mobility triggers strategic public investment while government debt generates negative externalities alleviated by fiscal coordination. The central result is the existence of coordination traps: benevolent governments fail to adopt the long-run optimal coordination regime. Higher foreign capital inflows, a larger capital market or policies favoring old generations help escape the trap. Integrating more countries however, is effective only at low initial coordination levels. Otherwise, only larger capital inflows can ensure optimal coordination is adopted.
Brinckmann, Jan
Does venture capital pay off? A meta-analysis on the relationship between venture capital investment and firm performance
Rosenbusch, N.; Mueller, V.; Brinckmann, J.
30th Annual Babson College Entrepreneurship Research Conference 2010
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 08/06/2010 - 12/06/2010

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

Brinckmann, Jan
Experience dimensions of nascent entrepreneurs: Do cognitive schemata foster the exploitation of business ideas?
Grichnik, D.; Eichinger, F.; Brinckmann, J.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

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

Brinckmann, Jan
How experience shapes the subjective evaluation of business opportunities
Gruber, M.; Kim, S. M.; Brinckmann, J.
Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 08/06/2010 - 12/06/2010

The purpose of this paper is to build on a set of recent theoretical studies investigating the role of subjective insights and judgments in the resource-based view and to extend this important line of inquiry by offering a detailed assessment of how agents’ knowledge and experience endowments systematically shape their subjective evaluations of business opportunities, and thus the firm’s growth options. Our empirical analysis is based on a unique data set that combines experimental conjoint data and survey data obtained from 141 individuals. Our results not only provide evidence of heterogeneity in opportunity evaluations by individuals with different types of experience endowments (marketing, technology, management) but also demonstrate persistence of this heterogeneity. The findings provide a number of novel implications for strategy and entrepreneurship research.
Brinckmann, Jan
Resource bootstrapping of nascent entrepreneurs: Conscious entrepreneurial decision or forced reaction?
Grichnik, D.; Singh, L.; Brinckmann, J.
Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 08/06/2010 - 12/06/2010

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

Brinckmann, Jan
Sense-making of nascent entrepreneurs and the emergence of firms: A longitudinal analysis of antecedents and consequences
Kim, S. M.; Brinckmann, J.
Babson College Entrepreneurship Research Conference
IMD (Lausanne); Babson College; École Polytechnique Fédérale de Lausanne (EPFL)
Lausanne, 09/06/2010 - 12/06/2010

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

Collet, François
A contingency perspective of the relationship between status and uncertainty: Alliance formation in the software industry
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

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

Collet, François
Social infra-structures and network structure evolution: Team assembly mechanisms in an emerging academic field
26th EGOS Colloquium
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. Faculdade de Economia
Lisboa, 28/06/2010 - 03/07/2010

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

Dolan, Simon  
**Chinese management research in Europe (PDW)**  
Björkman, I.; Fey, C.; López, J.; Selmer, J.; Zhang;  
Zhang, Y.; Dolan, S.  
2010 IACMR Conference. Innovation & Change in  
Chinese Organizations  
International Association for Chinese Management  
Research (IACMR)  
Shanghai , 16/06/2010 - 20/06/2010

This professional development workshop is designed for promoting Chinese Management Research in Europe and explaining to others about European perspectives on Chinese Management Research. The workshop will be interactive and both faculty members and doctoral students are warmly welcomed to attend the workshop. While all are welcomed, people affiliated with a European University or interested in interacting with scholars from European universities are especially urged to attend. The workshop will consist of several brief presentations followed by small groups discussion to facilitate dynamic conversations.

Dumitrescu, Ariadna  
**Corporate governance and market liquidity**  
2010 Financial Management Association European  
Conference  
Financial Management Association International (FMA)  
Hamburg, 09/06/2010 - 11/06/2010

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

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

Forte Arcos, Santiago  
Lovreta, Lidija  
**Pseudo maximum likelihood estimation of structural credit risk models with exogenous default barrier**  
EFMA 2010 Annual Conference  
European Financial Management Association (EFMA)  
Aarhus (Dinamarca), 23/06/2010 - 26/06/2010

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

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

Five potential drivers of environmental performance were identified in the literature and were used to form a structural model. The model was analysed with SmartPLS 2.0. The results suggest that the degree of supplier assessment and the level of collaboration exert direct influence on environmental performance. These two practices are driven by the strategic level of the purchasing department and the level of the firm’s environmental commitment. Whereas commitment influences assessment directly, its impact on collaboration is mediated by the capabilities of the purchasing department.
Lecuna Bueno, Antonio
Public sector reforms in Venezuela
6th International Conference on Accounting, Auditing and Management in Public Sector Reforms
Copenhagen Business School
Copenhagen, 31/08/2010 – 03/09/2010

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

Lozano Soler, Josep Maria
Leadership, not leaders
13th Annual Meeting of Colleagues in Jesuit Business Education
International Association of Jesuit Business Schools (IAJBS)
Milwaukee, 08/07/2010 – 11/07/2010

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

Martínez-Ribes, Lluís
Perspectives from academia
2nd Annual ISES Global Conference on Service Excellence 2010
Singapore Management University. Institute of Service Excellence (ISES)
Singapore, 21/07/2010 – 23/07/2010

Ideas to develop and sustain customer-driven service innovation. To provide customers with a given sense for a portion of their life: this is a promising route for innovation.

Martínez-Ribes, Lluís
Next practices: Customer-driven service innovation
ISES Global Conference on Service Excellence 2010
Singapore Management University. Institute of Service Excellence (ISES)
Singapore, 21/07/2010 – 23/07/2010

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

Moll Mendoza, Isa
Montaña Matosas, Jordi
Design for all. A management model to enhance business competitiveness
39th EMAC Conference. 6 Senses- The Essentials of Marketing
European Marketing Academy (EMAC)
Copenhaguen, 01/06/2010 – 04/06/2010

It has been proven that companies can gain a competitive edge in their strategy if they consider human diversity as being inherent to their target audience. Taking into account factors such as age, cultural habits, religion, family structure, illness, injury or sexual orientation, etc., - an exercise that promotes 'design for all', 'universal design' or 'inclusive design' - helps to increase the impact that companies have, not just in terms of number of users and potential customers, but also in terms of the degree of brand loyalty and prestige. This research presents an analysis model and its application to four case studies. It presents, therefore, an outline for the strategic review and examples of business success.
Montaño Matosas, Jordi
Barcelona: City of design
Management of Creativity in an Innovation Society
HEC Montréal; Universitat de Barcelona
Montreal; Barcelona, 02/07/2010 - 17/07/2010

Pless, Nicola
Maak, Thomas
Developing responsible global leaders through integrated service learning - The Ulysses experience at PricewaterhouseCoopers
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 - 10/08/2010

Pless, Nicola
Maak, Thomas
How leaders think about doing the right thing - Leader cognition and responsibility in a complex world
26th EGOS Colloquium 2010
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. School of Economics and Management
Lisbon, 28/06/2010 - 03/07/2010

Prats Duaygues, Francesc
Agell Jané, Núria
A recommender system based on group consensus
Roselló Saurí, L.; Prats Duaygues, F.; Sánchez Soler, M.; Agell Jané, N.
24th International Workshop on Qualitative Reasoning (QR2010)
Portland, Oregon, 08/08/2010 - 10/08/2010

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

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

In this paper we argue that in order to better understand responsible leadership, or irresponsible leadership for that matter, we should explore leader cognition - the underlying ethical standpoints, the sense making processes, that is, how leaders think about the increasingly complex moral world in which they operate, what they consider responsible behaviour - and what not, but also what motivates them to engage their organization in CSR. In an empirical study we have analyzed these different aspect and in a cross-case analysis identified different mindsets of responsible leaders, which are outlined in detail in the manuscript.

This paper presents the foundation for a new methodology for a collaborative recommender system (RS). This methodology is based on the degree of consensus of a group of users stating their preferences via qualitative orders-of-magnitude. The structure of distributive lattice is considered in defining the distance between users and the RSs new users. This proposed methodology incorporates incomplete or partial knowledge into the recommendation process using qualitative reasoning techniques to obtain consensus of its users for recommendations.
This panel focuses on how IT can help health care organizations to react to these changes in national health care legislation, payment systems, quality standards, and market reforms. New organizational arrangements and intra- or inter-organizational networking are deployed to solve management challenges. Realizing scenarios in which business is conducted through a rapidly formed network with anyone, anywhere, anytime regardless of different computer systems and business processes is called smart business networking (Heck and Vervest, 2007). Smart business networking includes smart use of IT, standardization and modularization of business processes, products, services, and information systems. Emphasis of the panel will be on information sharing and trust in health care networks. Trust and information sharing is a big (and increasing) problem, in particular in a distributed (networked) environment. Examples are presented of how health care organizations and care networks use IT to increase standardization as well as personalization of health care services. The panel will introduce three health care networking cases, including redesign of networking processes. We will discuss the 'degree of smartness' of the network, and the impact on trust and performance of networking in health care.

In this paper we pull together an analysis of power with an analysis of the agency of a Professional Association of Pharmacists in the building of an electronic prescription (EP) system. We frame our analysis of the building process of an EP system in terms of power from the perspective of the pharmacists collective, and particularly, from the perspective of the Catalan Professional Association of Pharmacists (CPAP). What concerns us in this paper is the role of the CPAP in structuring the field of other’s action –namely, community pharmacies which are members of the CPAP and the Catalan Health Service—during the building process. From this perspective, we study power not only in the CPAP’s capacity to influence others through the control of resources that others need, but also in the field of relations that characterize a power arena and in the effect of the ordering work performed by the CPAP. By examining the case from the lens of the circuits of power we identify two kinds of interventions from the CPAP -conservative and transformative-, and distinguish them based on the circuit of power they active and the use of IT they make.

This paper analyses, through the use of Support Vector Machines (SVM), the impact that the economic sentiment indicator variable known as ESI has on a model’s forecasting accuracy when it comes to currency exchange rate prediction. The study has been carried out either using exponential or simple moving averages. Weekly currency exchange rate between the European euro and some major currencies have been considered. The results obtained show that the proposed indicator can significantly impact the model’s forecasting performance compared to traditional models where no qualitative information is incorporated.
Svejenova Nedeva, Silviya
The dynamics of product identities in the European Film Market
Mezias, S.; Strandgaard Pedersen, J.; Kim, J.; Mazza, C.; Svejenova Nedeva, S.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, Canada, 06/08/2010 - 10/08/2010

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

Trullén Fernández, Jordi
The roles of identification, legitimacy, and impact in shaping responses to quality evaluations in universities
26th EGOS Colloquium
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. School of Economics and Management
Lisbon, 28/06/2010 - 03/07/2010

This study addresses the role that individual beliefs play in shaping responses to quality evaluations in universities. I focus on the introduction of academic program quality evaluations in four Spanish universities and show that faculty members are more likely to have a positive attitude towards a future evaluation when they believe in the moral legitimacy and impact of evaluations. Survey results show that while moral legitimacy positively influences attitudes, pragmatic legitimacy does not. In addition, moral legitimacy moderates the effect of beliefs in evaluations’ impact on attitudes. Finally, faculty identification with the academic program under assessment is positively related to both evaluations’ moral legitimacy and perceived impact. The results from this study contribute to previous work on the introduction of management tools in professional organizations by examining empirically the role played by beliefs in shaping individual responses.

Trullén Fernández, Jordi
Rodón Mòdol, Joan
When good intentions are not enough: The unintended consequences of strategic ambiguity
26th EGOS Colloquium
European Group for Organizational Studies (EGOS); Universidade Nova de Lisboa. School of Economics and Management
Lisbon, 28/06/2010 - 03/07/2010

This study takes a discursive approach (c.f. Alvesson & Karreman (2000); Grant, Keenoy & Oswick (2001)) to analyze an organizational change at a School of Librarians. The paper extends, at the organizational level of analysis and within the specific context of a change process, previous work that addressed the positive consequences for creativity and collaboration that can result from the strategic use of ambiguity by managers in organizations (Davenport & Leitch, 2005). We show by means of an in-depth case study that when ambiguity is introduced in contexts with previously well-established organizational schemas (Labianca, Gray, & Brass, 2000) of centralization and conflict avoidance, it is difficult for managers to act in ways that are consistent with their strategic intentconsistent with and sustain such ambiguity. As a result, in those situations ambiguity can unintendedly weaken participation is weakened and marginalize alternative approaches change discourses marginalized (Humphreys & Brown, 2002). The change we studied (i.e. ‘a radical curriculum restructuring’ in the words of faculty) was possible due to a shift in the power structure of the school, with the election of a new Dean. Our interest
was interested in analyzing the strategic use of ambiguity by the Dean during the curriculum design as a means to increase participation and curriculum legitimacy, within an organization that had traditionally been dominated by assumptions of decision making centralization and conflict-avoidance. The paper focuses on several issues that are relevant to both the sub-theme and the overall theme for the conference. First, the legitimating account adopted by the Dean to justify the curriculum redesign was focused on the need to adapt to global trends in the librarian profession, which required a re-formulation of questioned the librarians’ professional identity and introduced new labels such as that of information managers. Adaptation he argued was necessary in order to remain attractive to both students and employers. Second, the curriculum design process was according to the Dean as participatory and open to debate faculty input as possible, but our interviews indicated that this perception was not necessarily shared by other faculty and that some thought alternative views were marginalized. Hence, the paper looks explicitly at issues such as the creation of new truths meanings attached to the new curriculum and the organizational discourses that were created built around the curriculum redesign.

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

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

Vanhaverbeke, Wim
A typology of innovation intermediaries: Connecting internal and external knowledge
López Vega, H. N.; Vanhaverbeke, W.
Dare to Care: Passion & Compassion in Management Practice & Research, Academy of Management Annual Meeting
Academy of Management
Montreal, Canada, 06/08/2010 - 10/08/2010

Vila Fernández-Santacruz, Mar
Costa Guix, Gerard
Santomà Vicens, Ricard
Innovative practices in the Spanish hotel industry
2010 INBAM Annual Conference
International Network of Business and Management Journals (INBAM)
Valencia, 01/06/2010 - 04/06/2010
**Vives de Prada, Luis**  
The past, present and future of international business and management  
Devinney, T. M.; Tihanyi, L.; Aharoni, Y.; Birkirnshaw, J.; Mudambi, R.; Pedersen, T.; Vives de Prada, L.  
AIB 2010 Annual Meeting  
Academy of International Business  
Rio de Janeiro, Brasil, 25/06/2010 - 29/06/2010

This panel concentrates on the substantive gaps in the IB/IM field and addresses whether these gaps are resolvable with our current theoretical and methodological toolkit. This entails three specific queries about the past and present: Have our theories advanced some combination of explanation and prediction? Have our methods proven to be effective in providing rigorous, robust and consistent evidence with respect to the explanatory and predictive validity of our theories? Have we studied the right phenomena in the right way?

**Vives de Prada, Luis**  
Regional multinationals: Looking backward and looking forward  
Lucea, R.; Cuervo-Cazurra, Á.; Rugman, A.; Ambos, B.; Vives de Prada, L.; Lessard, D.  
2010 Annual Meeting of the Academy of Management  
Academy of Management  
Montréal, Canada, 06/08/2010 - 10/08/2010

The International Management (IM) community has devoted increasing attention to the development of regional strategies by multinational corporations (MNCs). In contrast with the globalization euphoria that characterized the late 90s, recent empirical observation of the actual geographic scope of firms operating across borders revealed that the vast majority of these companies carried out the bulk of their economic activities in their home region. While early regionalization -or semi-globalization- studies contributed to re-orienting the academic conversation on the limits and mechanisms of geographic diversification, many aspects of this phenomenon are still poorly understood. This panel will look backward, by reviewing the existing body of work on regional multinationals and forward, by attempting to address some of the unresolved issues. In particular, our panelists will review (1) the state-of-the-art in the research addressing regional multinationals, (2) the various roles played by regional headquarters, (3) the adequacy of using countries as the basic unit of analysis and geographic distance as the primary criterion for determining a company’s optimal scope of activities, and (4) whether regional strategies call for regional managerial mindsets. We expect that combining these diver-se perspectives will result in a rich and interactive discussion between panelists and audience, and a better understanding of the work being done on this important topic.

**Wareham, Jonathan**  
Análisis del éxito de las adopciones de sistemas ERP: Un estudio empírico en América Latina utilizando modelamiento SEM  
Maldonado Beltrán, M. A.; Lorenzo, O; Lorenzo, R.; Wareham, J.  
16th Americas Conference on Information Systems (AMICS) 2010  
Americas Conference on Information Systems (AMCIS); Association for Information Systems (AIS) AIS  
Lima, 12/08/2010 - 15/08/2010

Las adopciones de los Sistemas Integrados de Planificación de Recursos Empresariales (ERP) constituyen una de las tendencias críticas en el área de tecnología de la información. Si bien es cierto que existen investigaciones relacionadas con el estudio de la adopción de los ERP, es considerable la brecha existente en la literatura cuando se intenta examinar el Éxito de la Adopción medido en términos de beneficios de negocio obtenidos y los factores que lo determinan. Esta investigación pretende analizar factores que determinan dicho éxito, con foco específico en empresas operando en América Latina. Se propone un modelo el cual es corroborado empíricamente mediante un análisis de Ecuaciones Estructurales con datos obtenidos de 49 firmas. Los resultados indican que el Éxito del Proyecto de Implementación del ERP y la Satisfacción del Usuario son factores claves que determinan el Éxito de la Adopción. El rol crítico de la Satisfacción del Usuario como mediador entre Facilidad de Uso, Gerencia del Cambio, Éxito del Proyecto de Implementación y el Éxito de la Adopción es introducido. Se analizan las implicaciones de los hallazgos y prominentes líneas de investigación son presentadas.
Ysa Figueras, Tamyko
Networks never walk alone: Hierarchical management of network portfolios
Ysa Figueras, T.; Esteve Laporta, M.; Curto Pagés, F.
International Public Management Network Conference 2010
International Public Management Network (IPMN)
Rotterdam, 28/06/10 - 30/06/10

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

Ysa Figueras, Tamyko
Standing on the shoulders of giants: Public-private sector differences
Esteve Laporta, M.; Ysa Figueras, T.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 – 10/08/2010

There are several manuscripts that have tried to encompass the public-private distinction by reviewing the empirical works on public-private differences (Boyne, 2002; Perry and Rainey, 1988; Rainey, Backoff, and Levine, 1976; Rainey and Bozeman, 2000). With almost one decade having passed since the publication of the last reviews, it is worth examining how the public-private literature has been evolving since and see not only the development of the two sectors, but also how researchers have considered the propositions of the above three cited articles in those ten years filled with proposals to modernize public management. As a result of this, the present article seeks to clarify the status quo of the public-private distinction by reviewing the main publications addressing this topic that have accumulated over the last two decades. Finally, we propose various considerations that highlight a main opportunity for improvement in public-private differences research.
**NON ACADEMIC CONGRESSES AND CONFERENCES**

**Cano Giner, Josep Lluís**  
*Jornada Business Intelligence per a gestors de projectes*  
Formació CTTI  
Centre de Telecomunicacions i Tecnologies de la Informació (CTTI)  
Barcelona, 03/06/2010 - 03/06/2010

**Casabayó Bonás, Mònica**  
*Fuzzy Marketing. Cómo comprender al consumidor camaleónico*  
ExpoManagement 2010  
HSM  
Madrid, 16/06/2010 - 17/06/2010

**Costa Guix, Gerard**  
*Las tiendas virtuales, imprescindibles para el retailer*  
The Brandery Revolution  
Fira de Barcelona  
Barcelona, Spain, 28/06/2010 - 30/06/2010

**Gimbert Ràfols, Xavier**  
*El núcleo estratégico. Modelo de gestión ante la complejidad*  
Cámara Española de Comercio de la República Argentina (CECRA)  
Buenos Aires, 14/06/2010

**Gimbert Ràfols, Xavier**  
*La gestión estratégica ante la complejidad*  
ExpoManagement 2010  
HSM  
Madrid, 16/06/2010 - 17/06/2010

**Losada Marrodán, Carlos**  
*Perspectivas financieras (Mesa redonda)*  
XXI Trobada Empresarial al Pirineu  
Forum Empresa  
La Seu d’Urgell, 04/06/2010

**Lozano Soler, Josep Maria**  
*El valors dels lideratges*  
Expert/a Universitari/ària en Responsabilitat Social Corporativa  
Universitat de les Illes Balears  
Palma, 07/06/2010

**Lozano Soler, Josep Maria**  
*La empresa ciudadana como empresa responsable y sostenible*  
ExpoManagement 2010  
HSM  
Madrid, 16/06/2010 - 17/06/2010

**Mària Serrano, Josep F.**  
*Le nouveau rôle des entreprises minières dans le Katanga post-Gécamines*  
Bonne gouvernance des ressources minières en RDC. La RSE  
Centre d’Études pour l’Action Sociale (CEPAS)  
Lumumbashi (República Democrática del Congo), 11/06/2010 - 11/06/2010

**Martí Ripoll, Margarita**  
*Competencias clave para el management*  
She Leader 2.0 Congreso Internacional de Directivas y Profesionales  
Unión Europea; Generalitat de Catalunya  
Barcelona, 10/06/2010 - 11/06/2010

**Martínez-Ribes, Lluís**  
*El comerç i la filosofia. Noves rutes del comerç tant en la crisi, com després*  
Conferència  
Cambra de Comerç de Barcelona  
Barcelona, 07/07/2010

**Martínez-Ribes, Lluís**  
*La innovació en el retail*  
Innova Comerç 2010  
Generalitat de Catalunya. Departament d’Innovació, Universitats i Empresa  
Barcelona, 21/06/2010 - 22/06/2010

**Martínez-Ribes, Lluís**  
*Key examples of Spanish retail evolution and current situation*  
Symposium “10 Years Gottlieb Duttweiler Chair” University of St. Gallen. Gottlieb Duttweiler Chair  
Saint Gallen, 25/06/2010

**Martínez-Ribes, Lluís**  
*La matrjoska de la marca. Pautas para desarrollar marca usando la tienda*  
X Congreso Español de la Publicidad en el Lugar de Venta  
Graphispack  
Madrid, 10/06/2010

**Martínez-Ribes, Lluís**  
*Taller Interactivo sobre innovación en retail*  
Jornada de Creación e Innovación Comercial  
Gasteiz On; Caja Vital Kutxa  
Vitoria, 09/06/2010
<table>
<thead>
<tr>
<th>Autor</th>
<th>Título</th>
<th>Evento</th>
<th>Lugar/Fecha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mirosa Martínez, Pere</td>
<td>Problemas de prueba en la impugnación de acuerdos sociales</td>
<td>Congreso UNIES 2010, Departamento de Derecho, ESADE-Facultad de Derecho, Universidad Ramon Llull; Universidad Pontificia de Comillas; Universidad de Deusto</td>
<td>Barcelona, 19/07/2010 - 21/07/2010</td>
</tr>
<tr>
<td>Montaña Matosas, Jordi</td>
<td>Innovación en la artesanía: buenas prácticas europeas</td>
<td>Congreso Europeo de Artesanía: Tradición, Innovación y Sostenibilidad: el Apoyo de la Administración Pública, Fundación Española para la Innovación de la Artesanía</td>
<td>Barcelona, 03/06/2010 - 04/06/2010</td>
</tr>
<tr>
<td>Montaña Matosas, Jordi</td>
<td>Diseño e innovación. La gestión innovadora del diseño en la empresa</td>
<td>Simèrgies: Disseny, Innovació i Empresa Roca Roca Barcelona Gallery, Barcelona, 03/06/2010</td>
<td></td>
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<tr>
<td>Muriel Bonvehí, David</td>
<td>Implantación de la RSE en las PYMES. Una estrategia de desarrollo empresarial sostenible</td>
<td>La RSE como estrategia empresarial. Situación actual y perspectivas de futuro Diputación de Granada</td>
<td>Granada, 10/06/2010</td>
</tr>
<tr>
<td>Obeso Abalde, Carlos</td>
<td>La responsabilidad social de l'empresa i de les organizacions</td>
<td>Jornada. La Conciliació Laboral i Familiar de les Famílies amb Dependents de Grau i Infants amb Malalties Greus Ajuntament de Barcelona</td>
<td>Barcelona, 17/06/2010</td>
</tr>
<tr>
<td>Sauquet Rovira, Alfons</td>
<td>Los retos de la gestión de la investigación</td>
<td>II Jornadas de Política Científica en la Comunitat Valenciana Universidad Internacional Menéndez Pelayo (UIMP); Comunitat Valenciana</td>
<td>València, 01/07/2010 - 02/07/2010</td>
</tr>
</tbody>
</table>

| Sayeras Maspera, Josep M    | Nuevas realidades para una nueva economía                              | ExpoManagement 2010 HSM | Madrid, 16/06/2010 - 17/06/2010 |
| Soler Bigas, Beatriz        | RSC, Marca, imagen y reputación corporativa: convergencias y divergencias | Fundación Mapfre | Madrid, 14/07/2010 |
| Vernis Domènech, Alfred     | Los emprendimientos sociales: La social enterprise knowledge network (SEKN) Aprender a Emprender desde las Universidades y Escuelas de Negocios Comunidad de Madrid; Universidad Antonio de Nebrija; Iberemprende | Madrid, 14/07/2010 - 15/07/2010 |
| Vernis Domènech, Alfred     | Los retos en los recursos humanos en las organizaciones no lucrativas | Los recursos humanos en las ONG en el S.XXI | Madrid, 28/06/2010 - 28/06/2010 |
Alemany Gil, Luisa
Deal structuring in philanthropic venture capital investments
Scarlata, M. R. G.; Alemany Gil, L.
New York: Social Science Research Network, 06/2010
SSRN Working paper series; no. 1635307

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

Busquets Carretero, Xavier
Mallart Coch, Joan Ramón

Catalan Broadcasting Corporation (CCMA): The digital challenge
Loebbecke, C.; Busquets Carretero, X.; Mallart Coch, J. R.
Cranfield : European Case Clearing House, 06/2010
9 p.

This is a case about the strategic management of innovation within a TV broadcaster, Corporacio Catalana de Mitjans Audivisuals (in English, Catalan Corporation of Audiovisual Media, or 'CCMA'). The case focuses on project selection and the underlying structure for innovation, in particular, strategic and structural fit in a totally new context shaped by digitalization. The case describes CCMA's history and evolution, the Spanish TV market, new digitalization trends and CCMA's structure, describing a new unit, and the Catalan Corporation Interactive TV (CCRTVi). The case focuses on this new unit's proposal to sell branded netbooks. It is intentionally written from the CCRTVi perspective, from the 'innovators' perspective. Students are asked to put themselves in Santiago Miralles's shoes (Managing Director of CCRTVi) to come up with the right arguments to convince the company to sell these mini computers. Students will have to explore the rationale behind the project and, consequently, analyze the strategic and structural fit of CCMA within the new digital context as well as address the relationship dynamics between CCRTVi and the rest of the organization.

Murillo Bonvehí, David

CAF: Globalizar un proyecto de emprendimiento social
Barcelona: ESADE Business School, 06/2010
19 p.

Jean Claude Rodríguez Ferrera es un emprendedor social que desde 2004 desarrolla un sistema de comunidades autofinanciadas. En este caso se pone bajo análisis la metodología y el modelo planteado para ser llevado a otros países y de qué manera poder hacerlo. Hasta la fecha se han creado más de 40 Comunidades Autofinanciadas (CAF) en España, 150 en Venezuela, 45 en Senegal, 2 en Portugal. Países como Hungría o Alemania ya han demostrado su interés por el sistema. El crecimiento y apoyo a proyectos de innovación y emprendimiento social en los últimos meses, las posibilidades de replicarlos y la voluntad del equipo por convertir este proyecto en algo global, les ha llevado a plantearse nuevos retos operativos y de funcionamiento.
Baruel Coll, Josep
*La conducta de los antiguos alumnos en el mundo laboral*
Barcelona: ESADE, 03/2010
50 p.

Estudio de los problemas a los que se han tenido que enfrentar los antiguos alumnos en su vida laboral, de la manera que los han resuelto o lo han intentado hacer. Según lo que ellos mismos expusieron, los problemas analizados son de adaptación, de relaciones humanas, éticos, psicológicos... Previamente se concretan los puntos de su forma de actuar. De acuerdo con las experiencias que vivieron, se exponen los cambios que probablemente sufrirá el mundo laboral en un futuro próximo.
Castelló Molina, Itziar  
Lozano Soler, Josep Maria (dir)  
The corporate role in a changing society: A model of sensemaking and of firm characterization  
Universitat Ramon Llull. ESADE  
Barcelona, 06/2010

Esta tesis está organizada como un compendio de cuatro artículos, cada uno de los cuales investiga como las empresas le dan sentido a la Responsabilidad Social Corporativa (RSC). Proponemos un modelo teórico de creación de sentido el cual nos permite a posteriori la caracterización de empresas. En este modelo pretendemos explicar cómo los directivos entienden las responsabilidades sociales y medioambientales y el rol de la empresa en la sociedad. A través de cuatro investigaciones empíricas en la forma de artículos que comprenden 10 casos de estudio y el análisis de más de 900 informes corporativos, tratamos de entender tres características del comportamiento que constituyen las dimensiones de nuestro modelo: cognitiva, lingüística y conativa. Inductivamente proponemos las sub-dimensiones de nuestro modelo encontrando a través de ellas patrones de interrelación y evolución que describen el comportamiento de las empresas. Observamos que la evolución en los últimos años de la RSC tiende hacia a la definición de la RSC como un elemento más estratégico de la empresa. Sin embargo, también notamos un aumento de la comprensión de la RSC más post-positivista. Concluimos que la institucionalización del discurso formalizado puede ser uno de los vectores de evolución de la RSC. Proponemos normativamente, que una futura evolución de la RSC pasa por una comprensión más política del rol de la empresa en la sociedad definida a través de procesos deliberativos.
PHD PROGRAMME CONTRIBUTIONS

Abdelgawad, Sondos Gamal Eldin
How do entrepreneurs change the game? The power of entrepreneurial capabilities
3rd Annual Conference for the Academy of Innovation and Entrepreneurship
Tsinghua University
Beijing, China, 09/07/2010 - 11/07/2010

Annual Conference of the Academy of Innovation and Entrepreneurship is a well-organised event dedicated to the diverse features of innovation and entrepreneurship, in China. The forum will bestow an extensive platform for scholars around the world to showcase the up-to-date researches and to encourage discussions on the latest advances in innovation and entrepreneurship. The AIE conference will comprise a comprehensive program, full of a variety of theories and practical applications in innovation and entrepreneurship. The conference will be jointly organized by Research Center for Technological Innovation, National Entrepreneurship Research Center, Tsinghua University and Sanjaya Lall Programme on Technology for Development (SLPTMD), University of Oxford.

Bakici, Tuba
Almirall Mezquita, Esteve
Wareham, Jonathan
The underlying mechanisms of open innovation intermediaries
The R&D Management Conference 2010
University of Manchester; Research and Development Management (RADMA)
Manchester, 30/06/2010 - 02/07/2010

Diasio, Stephen
Agell Jané, Núria
An intermediary's perspective on co-creation: Mechanisms for knowledge management
16th Americas Conference on Information System (AMCIS) 2010
Association of Information Systems (AIS); Americas Conference on Information Systems (AMCIS)
Lima, Peru, 12/08/2010 - 15/08/2010

Ysa Figueras, Tamyko
Esteve Laporta, Marc
Networks never walk alone: Hierarchical management of network portfolios
Ysa Figueras, T.; Esteve Laporta, M.; Curto Pagés, F.
International Public Management Network Conference 2010
International Public Management Network (IPMN)
Rotterdam, 28/06/10 - 30/06/10

Esteve Laporta, Marc
Ysa Figueras, Tamyko
Standing on the shoulders of giants: Public-private sector differences
Esteve Laporta, M.; Ysa Figueras, T.
2010 Academy of Management Annual Meeting
Academy of Management
Montreal, 06/08/2010 – 10/08/2010

Hildebrand, Dagmar
Dröge, Henning
Shared leadership and its role in team learning
Hildebrand, D.; Dröge, H.; Marsick, V. J.
International Conference on Organizational Learning (OKLC) 2010
Northeastern University. College of Business Administration
Boston, 03/06/2010 - 06/06/2010
Teams have been identified as the vehicle for learning in organizations. However, little is known about the factors that enable teams to learn. From an applied perspective, leadership constitutes a very relevant ingredient. This study is a first step in building up this theory by focusing on the role of shared leadership in team learning. We present data from an exploratory observatory study on the collective leadership and learning process in two business consulting student teams. This qualitative data is used to investigate shared leadership emergence and its role in team learning and is conceptualized as interplays of reflection and action. We find that the more team members engaged in the leadership process, the more the team learned. In particular, we find that shared leadership activities related to task, relations and change complemented one another and enhanced reflection and action in different ways.

Hughes, Benjamin  
Wareham, Jonathan  
Knowledge arbitrage in Global Pharma: A synthetic view of absorptive capacity and open innovation  
*R & D Management*  
*(2009 IF=0.928)*  
Blackwell Publishing  
Vol. 40, no. 3, 06/2010, p. 324-343

López Vega, Henry Nelson  
Vanhaverbeke, Wim  
A typology of innovation intermediaries: Connecting internal and external knowledge  
López Vega, H. N.; Vanhaverbeke, W.  
Dare to Care: Passion & Compassion in Management Practice & Research, Academy of Management Annual Meeting  
Academy of Management  
Montreal, Canada, 06/08/2010 - 10/08/2010

Murphy, Brian Matthew  
Collaboration in subsistence marketplaces: Generating absorptive capacity for social innovation  
Perrot, F.; Murphy, B. M.  
The Third Subsistence Marketplaces Conference  
University of Illinois at Urbana-Champaign  
Chicago, Illinois, 09/07/2010 - 11/07/2010  
Based upon empirical evidence revealed in the case of Grameen-Danone Foods, a social business developed by Groupe Danone and the Grameen Group, this research uses a case study approach to explain the capacities and processes employed to generate economic and social value via a collaborative inclusive business model. By relating empirical evidence and literature on social innovation and inclusive business models to literature on dynamic capabilities and absorptive capacity, we propose a model of a particular dynamic capability relevant to the context of social innovation; what we call relational capacity for social innovation. Also, by identifying conditions under which organizations may absorb new knowledge from cross-sector collaborations with non-traditional partners, we provide some insights into the questions “What drives performance differences in socially oriented business models?” and “How are a firm’s innovative capacities influenced by cross-sector collaborations with non-traditional partners?”.

Sanabria Montañez, José Antonio  
Sánchez Hernández, German  
Agell Jané, Núria  
Sayeras Maspera, Josep M.  
An application of SVMs to predict financial exchange rate by using sentiment indicators  
V Simposio de Teoría y Aplicaciones de Minería de Datos  
Valencia, 07/08/2010 - 10/08/2010

Scarlata, Maria Rosa Giovanna  
Alemany Gil, Luisa  
Deal structuring in philanthropic venture capital investments  
New York: Social Science Research Network, 06/2010  
SSRN Working paper series; no. 1635307
Maak, Thomas
Pless, Nicola
2010 Carolyn Dexter Best International Paper (nomination)
Maak, T.; Pless, N.; Stahl, G. K.
Academy of Management
08/2010

The Carolyn Dexter Award is an all Academy award to the paper that best meets the objective of internazionalizing the Academy. This serves the mission of the Academy and the charge of the International Theme Committee, which sponsored this Award. The paper nominated has been: Developing responsible global leaders through integrated service learning - Program Ulysses at Pricewaterhouse-Coopers.
**MISCELLANEOUS**

**Ayudas obtenidas** de European Commission UE 7th Framework Programme (FP7-ICT-2009-5) - Network of Excellence
Proyecto: OPEN INNOVATION Mechanisms in Smart Cities
Acrónimo: Open Cities
IP ESADE: Esteve Almirall
Otros investigadores: Henry Chesbrough; Jonathan Wareham; Wim Vanhaverbeke.

**PROJECT COORDINATOR: ESADE-URL**
Partners: 15 - GEMEENTE AMSTERDAM; BERLIN GOVERNMENT SENATE DEPARTMENT FOR ECONOMICS, TECHNOLOGY AND WOMEN S ISSUES; CAP DIGITAL PARIS REGION; BARCELONA ACTIVA SA SPM; FRAUNHOFER-GESELLSCHAFT ZUR FOERDERUNG DER ANGEWANDTEN FORSCHUNG E.V; ATOS ORIGIN SOCIEDAD ANÓNIMA ESPAÑOLA; y otros.
Importe TOTAL 2.900.000 €
Importe ESADE: 1.184.838 €  Ayuda obtenida: 592.419 €

**Ayudas obtenidas** del Ministerio de Ciencia e Innovación para Proyectos de Investigación Fundamental no orientada
Proyecto: APRENDIZAJE AUTOMÁTICO DE CAPACIDADES SENSORIALES MEDIANTE MÁQUINAS DE SOPORTE VECTORIAL
Acrónimo: SENSORIAL
IP: Nuria Agell
Otros investigadores: M. Casabayó; X. Rovira; S. Diasio; J.A. Sanabria.
Ayuda obtenida: 11.900 €

**Ayudas obtenidas** del Ministerio de Ciencia e Innovación para Proyectos de Investigación Fundamental no orientada
Proyecto: PROGRAMA DE DESARROLLO DE COMPETENCIAS SOCIALES Y EMOCIONALES EN EL CONTEXTO DEL ESPACIO EUROPEO DE EDUCACIÓN SUPERIOR
Acrónimo: ESCDP-EHEA
IP: Joan Manuel Batista
Otros investigadores: R. Serlavos; A. Sipahi; M. Trüninger; B. Canboy; A. Ramírez.
Ayuda obtenida: 30.000 € + 1 becario/a FPI

**Ayudas obtenidas** del Ministerio de Ciencia e Innovación para Proyectos de Investigación Fundamental no orientada
Proyecto: SOSTENIBILIDAD A TRAVÉS DE LA GESTIÓN DE LA CADENA DE SUMINISTROS
Acrónimo: -
IP: Cristina Giménez
Otros investigadores: V. Sierra; J. Rodón; F. Sesé; J. Wareham.
Ayuda obtenida: 35.400 €

**Ayudas obtenidas** de la Universitat Ramon Llull – Convocatoria del Programa de Ayudas a la Investigación - Programa de Intensificación en Investigación de la Universitat Ramon Llull para el curso académico 2010-2011:

Profesores Intensificados:

- Silviya Svejenova
- Núria Agell
- Joan M. Batista
- Ariadna Dumitrescu
- Cristina Giménez
- Joan Rodon
- Vicenta Sierra
• Luis Vives
• Josep Mª Lozano

Ayuda obtenida: 154.012 €

✓ Derecho:
  • Beatriz Añoveros
  • Mª Rebeca Carpi

Ayuda obtenida: 22.542 €

Incorporación de nuevos investigadores Post-Doc:

• Albert Saló

  2005 - PhD in Economic Analysis, Universitat de Girona. España.
  PhD dissertation: “Housing analysis in Girona area: main residence, second homes and touristic apartments”.


  Unidad de acogida: Grupo de Investigación en Gestión Turística (GRUGET)
  Investigador Principal: Mar Vila

Dirección de Investigación Barcelona, Octubre 2010