Several academic communities are currently experiencing a crisis over some central norms and ethics. I would like to mention two prominent examples.

A group of governmental scientific advisory boards are requesting that the prestigious journals *Science* and *Nature* withhold certain information they intended to publish concerning mutations of the H5N1 virus - the avian flu virus that causes extraordinarily high death rates in the rare instances it affects humans. Security experts and governments are concerned that the specific details of the mutations, if published, could help bio-terrorists produce versions of the H5N1 virus that are easily transmittable in humans. The issue is highly controversial because scientific and academic communities are always very concerned about anything that resembles censorship; they will fight against it at all costs – putting their careers, citizenship and even lives on the line. Policymakers are recommending some levels of self-censorship in this case to protect public safety and serve the greater social good. While censorship may seem justified in the short term, numerous historical cases from Galileo onwards have taught that academic communities and the greater good of scientific knowledge and social welfare are best served in the long term by full transparency.

In January 2012 the American Economic Association adopted a set of ethical standards requiring academics publishing in specific journals to disclose all substantial sources of income that might influence the perspectives of the authors. Many academics serve as consultants to companies, governments or other organizations outside of their academic positions. Critics have argued that these lucrative consulting fees can influence the results of the reported research to the benefit of the funding organization. These criticisms were featured prominently in the 2010 Academy Award winning film "Insider Job" which highlighted instances of individual greed distorting the conclusions of research, with broadly negative social consequences. These new rules are intended to bring greater transparency to the academic endeavor; to reveal any financial interests that could bias or twist scientific results.

It goes without saying that as custodians of an academic organization, we cannot accept lesser ethical standards than those we demand of our scientific colleagues. Scienceprogresses through conflict; via the open exchange of arguments & counter-arguments; through the confrontation of evidence & counter-evidence; by the free formation of thesis, antithesis and synthesis. As an academic institution, we hold privileged positions, but this privilege is of a certain kind. We have been granted the honor of stewardship, to serve the larger academic and scientific communities with the highest degree of social responsibility, accountability, and transparency. History is an outstanding teacher in this respect.

Jonathan Wareham  
ESADE, Universidad Ramon Llull

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Access to the electronic edition of this *Research Bulletin* and the archive of previous bulletins is available through the MyESADE, the ESADE Intranet, under the section: Research Support > Research Bulletin, in the left-hand menu.
Abat Ninet, Antoni
Neutralidad del diálogo y neutralidad política en B. Ackerman
Abat Ninet, A.; Monserrat Molas, J.
Revista del CLAD Reforma y Democracia
(2010 IF= 0.065)
Centro Latinoamericano de Administración para el Desarrollo (CLAD)
No. 51, 10/2011, p. 22-32

El presente artículo parte de un análisis multidisciplinar (político, jurídico-constitucional y filosófico) de diferentes conceptos y teorías que se constituyen como elementos nucleares de las sociedades liberales. En la primera parte del texto presentamos diferentes conceptualizaciones y caracterizaciones de la noción de diálogo así como las funciones y potencialidades que ésta noción tiene en la sociedad, no en vano, la mejor manera de entender la tradición liberal es precisamente mediante el esfuerzo de definir y justificar una amplia fuerza en el poder del habla. El punto de partida del análisis es la obra del profesor americano Bruce Ackerman, ya que es el diálogo se constituye como un elemento central de la teoría liberal de éste autor y la primera obligación que se adquiere como ciudadanos de las sociedades liberales. El siguiente elemento que exponemos es la neutralidad. Para obtener una definición crítica del concepto en Ackerman, también analizamos como la neutralidad es entendida por Dworkin y Habermas, y como se relaciona ésta característica con las teorías estructurales de justicia en Rawls y Fishkin. El objetivo es relacionar ambos conceptos y comprobar si es factible aplicar una teoría de diálogo neutro en derecho y en democracia. Seguidamente introducimos la teoría de la neutralidad del Estado en Carl Schmitt, respetando siempre las enormes diferencias entre ambos autores, como posible elemento esclarecedor, desde la divergencia sustancial, de la teoría del diálogo neutro en Ackerman. Entendemos que la utilización de los planteamientos de Carl Schmitt a fin de esclarecer el mapa conceptual donde se sitúa la reflexión jurídico-político occidental conlleva el riesgo de ciertas versiones sesgadas. Ahora bien, la teoría de la neutralidad del Estado de éste autor puede resultar un ejercicio muy interesante a fin de intentar ver si el concepto de neutralidad y las funciones que este concepto puede tener en el Estado se pueden aplicar al concepto de diálogo en la obra de Ackerman. La conclusión del artículo destaca algunas de las principales diferencias entre los autores analizados a la hora de configurar el diálogo. Así mismo destacamos que el concepto de diálogo neutro, tal y como lo establece Ackerman, no es viable en el campo de la política o del derecho, ya que no nos hallamos ante una ciencia exacta. En el campo del derecho, cuando dos posiciones se oponen, las partes utilizan todo tipo de argumentaciones posibles para obtener un resultado favorable, y por tanto hablar de una especie de diálogo neutro, depurado de “constrictiveness” no parece posible. La imposibilidad práctica de este tipo de diálogo es aún mayor cuando queremos legislar en base a las conclusiones que se puedan adoptar como consecuencia del diálogo neutro, o en aspectos constitucionales.

Abat Ninet, Antoni
Regulación jurídica europea y nanotecnología
Unión Europea Aranzadi
Aranzadi
Año 37, no. 12, 12/2011, p. 7-16

El presente artículo es un ejercicio de teoría jurídica y derecho público comparado aplicado a la nanotecnología. El punto de partida es el análisis de la incertidumbre que genera la aparición de nuevos campos científicos o tecnológicos y cómo se acomodan los ordenamientos jurídicos a estos nuevos fenómenos. Desde el análisis esencialmente de la normativa europea vigente, la técnica legislativa del “incremental approach” y el estudio de otros sistemas jurídicos se demuestran las dificultades que afronta cualquier aplicación relacionada con la nanotecnología en términos de seguridad jurídica, deficiencias que deben ser superadas en la esfera europea por los motivos que se exponen en el presente artículo.
Philanthropic venture capital is a financing option available for social enterprises that, like traditional venture capital, provides capital and value added services to portfolio organizations. Differently from venture capital, philanthropic venture capital has an ethical dimension as it aims at maximizing the social return on the investment. This paper examines the deal structuring phase of philanthropic venture capital investments in terms of instrument used (from equity to grant), valuation, and covenants included in the contractual 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, findings indicate that the non-distribution constraint holding for non-profit social enterprises is an effective tool to align the interests of both investor and investee. This makes the investor behaving as a steward rather than as a principal. Conversely, while backing non-profit social ventures, philanthropic venture capitalists structure their deal similarly than traditional venture capital, as the absence of the non-distribution constraint makes such investments subject to moral hazard risk both in terms of perks and stealing and social impact focus.

**Alemany Gil, Luisa**
Deal structuring in philanthropic venture capital investments: Financing instrument, valuation and covenants
Sciarita, M.; Alemany, L.
*Journal of Business Ethics*  
*(2010 IF= 1.125; BW20; FT TOP45)*  
Springer  
Vol. 95, Supplement 2, 09/2010, p. 121-145

This paper argues that considering cross-sector collaborations through the lens of indigenous-corporate engagements yields a more comprehensive understanding of the range of cross-sector engagement types, emphasizes the importance of cross-cultural bridge building which has received little attention in the literature (Selsky and Parker, 2005), and highlights the potential for innovation via collaborations with fringe stakeholders. The study offers a more overarching typology of cross-sector collaborations and, building on an ethical approach to sustainable development with indigenous peoples (Lertzman and Vredenburg, 2005), proposes a theoretical framework for cross-cultural bridge building between businesses and fringe stakeholders. By incorporating this framework into the literature on value creation in cross-sector collaborations, we suggest a model for value creation in cross-sector collaborations with fringe stakeholders. Finally, using case studies to illustrate the paper’s theoretical arguments, we demonstrate the model’s usefulness for the analysis and development of indigenous-corporate collaborations.

**Arenas Vives, Daniel**
**Fosse, Jeremie**
**Acciona: A process of transformation towards sustainability**
Arenas, D.; Fosse, J.; Murphy, B.  
*Journal of Management Development*  
Emerald  
Vol. 30, no. 10, 10/2011, p. 1027-1048

This teaching case explains the main aspects of Acciona’s sustainability strategy and the process of transformation of the company after the new CEO took office in 2004. It also presents some possible difficulties of maintaining such strategies in the new economic and political environment. The purpose of the case is to show how three aspects play a relevant role in a company’s transformation towards sustainability: cultural change; collaboration with external stakeholders, and the innovations introduced. The article presents a case-study that narrates the process of six years of transformation towards sustainability of a company. The case was constructed through the analysis of company documents and several interviews with key actors in the company as well as external stakeholders. The article shows how cultural change, collaboration with external stakeholders and innovation form a vital combination in the transformation process towards sustainability. It also reveals that acquisitions and internationalization can help accelerate or consolidate this process. The article is presented as a teaching case with discussion questions at the end. The aim is to engage readers and participants in educational and training programs in discussions about the factors that may contribute to start and maintain a transformation towards sustainability. The practical implication of the article is to show how cultural factors, collaboration and innovation form a vital combination for changing the way business do things. The value of the case lies in showing how business efforts of embedding sustainability into business practice can be more effective by combining cultural factors, collaboration and innovation.

**Arenas Vives, Daniel**
**Through indigenous lenses: Cross-sector collaborations with fringe stakeholders**
Murphy, B.; Arenas, D.  
*Journal of Business Ethics*  
*(2010 IF= 1.125; BW20; FT TOP45)*  
Springer  
Vol. 94, Supplement 1, 07/2010, p. 103-121
Carreras Fisas, Ignasi
Los intangibles y su valor de mercado
Carreras, I.; Santomà, J.
Harvard Deusto Business Review
Deusto
No. 204, 09/2011, p. 58-71

En un mundo en el que el valor de las empresas está cada vez más relacionado con aspectos intangibles, el nuevo Plan General Contable y las Normas Internacionales de Contabilidad nos proporcionan una excusa perfecta para realizar un acercamiento a la valoración de estos elementos, de las variables clave para la generación de su valor y de la capacidad de la empresa para controlar los flujos que se derivan de ellos.

Dolan, Simon
Do emotions matter?: The role of emotional intelligence competences in cross-cultural adjustment for international assignment
Gabel-Shemueli, R.; Dolan, S.
Management Research: The Journal of the Iberoamerican Academy of Management
Emerald
Vol. 9, no. 3, 11/2011, p. 207-229

The purpose of this paper is to propose emotional intelligence (hereinafter EI) competences as a key predictor for overall cross-cultural adjustment of managers and professionals in its three respective dimensions: work, interaction and non-work adjustment. This explorative study contributes to the assessment and selection of potential professionals for international assignments by identifying the combination of soft competences and selected pre-existing personal factors that can predict cross cultural adjustment beyond traditional technical or functional skills.

Data were gathered via a pre-validated multi-item questionnaire. The latter was administered in two languages: English and Spanish and two steps of multiple hierarchical regression analyses were conducted, in addition to the main variables (i.e. main effect). A total of 16 individual, organisational and context-related control variables were used in this study.

The main findings indicate that EI is related to overall cross-cultural adjustment measured in its three dimensions. However, EI was most strongly related to interaction adjustment following overall cross-cultural adjustment. Furthermore, by isolating some important variables, the predictive role of EI on cross-cultural adjustment above and beyond these control variables was shown.

EI is still a new and debatable construct. Researchers are continuing to explore this construct from different angles. Moreover, there is keen interest in ascertaining whether the findings reported herein are sustainable. With the exception of one external source (culture distance), all data for the current study were collected via a self-reported questionnaire and although additional effort was made to reduce some potential method-variance problems, they cannot be entirely ruled out. The authors encourage future studies to improve the design by gathering data from multiple sources and from diverse settings.

The paper reviews the possible advantages of including EI assessment in international postings selection process. This paper fills the need to study the predictive role of key soft skills in understanding cross-cultural adjustment of international assignees. This study analysed the role of emotions in cross-cultural settings by specifically examining a set of competences stemming from the EI construct. Although EI has been extensively used in the organisational behaviour literature, to the best of the authors’ knowledge, there is still a need to empirically explore the relationships of this construct within the context of overseas postings and cross cultural encounters.
Dolan, Simon
Exploring the moderating effect of gender in the relationship between individuals’ aspirations and career success among engineers in Peru
Dolan, S.; Bejarano, A. I.; Tzafrir, S.
*International Journal of Human Resource Management* *(2010 IF= 0.869)*
Taylor & Francis
Vol. 22, no. 15, 09/2011, p. 3146-3167

The aim of this paper is to analyse the relationship between career success and individual career aspirations for engineers, and to test whether this differs according to gender. The primary hypothesis in this research is that gender does make a significant difference. The sample consists of 1011 engineers who graduated from a prestigious Peruvian college between 1998 and 2005. Female graduates constituted only 4% of the sample, which is similar to the national statistics for engineers in Peru during this period. The relationships were primarily tested using multiple regression and structural equation modelling analyses. Findings show a positive relationship between individual career aspirations and career success for men, but not necessarily for women; this supports the hypothesis that gender moderates this relationship. Females seek more secure career orientation than their male counterparts. In addition, females have shown that their career success is more related to feminine themes such as achieving 'work-family balance'. The findings are in line with previously published results in other countries in which female engineers have career orientations with a preference for a balance between work and family as well as work stability. The sample is limited to graduates from a single Peruvian college of engineering. Although the sample has similar demographic characteristic to a national population, a more heterogeneous sample is called for in a future research. Moreover, additional moderators should be incorporated, such as family background, residency (large urban cities vs. small villages) and perhaps other variables. Results can help Human Resource Managers to design better career plans, which consider gender in defining policies for the attraction and retention of competent female engineers.

Fluvià Font, Modest
Saló Mayolas, Albert
The effects of beach characteristics and location with respect to hotel prices
Rigall-i-Torrent, R.; Fluvià, M.; Ballester, R.; Saló Mayolas, A.; Ariza, E.; Espinet, J.-M.
*Tourism Management* *(2010 IF= 2.620)*
Elsevier
Vol. 32, no. 5, 10/2011, p. 1150-1158

This paper measures the effects of beach characteristics and hotel location with respect to the beach on sun-and-beach hotel prices by using a well-established hedonic perspective. The paper’s main results are that, after controlling for the relevant variables, location in front of a beach increases the price of a room in costal hotels of Catalonia by a figure between 13 and 17%, and that a Blue Flag increases the price by around 11.5%. The effects on hotels' prices of other beach characteristics (such as beach length, width, sand type or beach services) are also estimated. With these estimates, the paper ranks beaches according to their characteristics and provides a setting to assess different policies regarding beaches from the point of view of hotels, such as regeneration, maintenance or achieving a Blue Flag award.

Forte Arcos, Santiago
Calibrating structural models: A new methodology based on stock and credit default swap data
*Quantitative Finance* *(2010 IF= 0.590)*
Taylor & Francis
Vol. 11, no. 12, 12/2011, p. 1745-1759

This paper presents a modified version of Leland and Toft’s (1996) structural credit risk model, together with a novel calibration methodology based on stock and CDS data: the firm asset value and volatility are consistently derived from equity prices; the default barrier is calibrated from CDS premia. It empirically shows that as long as the appropriate default barrier is selected, the model generates time series of stock market implied credit spreads which fit the times series of CDS spreads. Moreover, CDS implied default barriers prove to be consistent with stockholders’ rationality, with predictions made by structural models with endogenous default, and with historical recovery rates.
Giménez Thomsen, Cristina
Drivers of green supply management performance: Evidence from Germany
Large, R.; Giménez Thomsen, C.
Journal of Purchasing & Supply Management
Elsevier
Vol. 17, no. 3, 09/2011, p. 176-184

Five potential drivers of green supply management performance were identified in the literature review: green supply management capabilities, the strategic level of the purchasing department, the level of environmental commitment of the firm, the degree of supplier assessment and the degree of collaboration with suppliers. These constructs were used to form a structural model explaining the degree of green supply management performance. The model was analysed with SmartPLS 2.0 and using data collected among German purchasers. 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 environmental commitment of the firm. Whereas commitment influences assessment directly, the impact of commitment on collaboration is mediated by the capabilities of the purchasing department.

Giné Daví, Jaume
Asia-Pacífico: el nuevo motor del crecimiento económico mundial
Foreign Affairs Latinoamérica
Instituto Tecnológico Autónomo de México (ITAM)
Vol. 11, núm. 4, 10/2011, p. 41-52

Asia-Pacífico, en plena crisis financiera de EEUU y de la zona euro, es el motor del crecimiento económico mundial. Destacan China e India. También Corea del Sur y Taiwán apuestan por abrirse más al exterior. Y Japón observa con cautela como crece el coloso chino y se sumará a los procesos de integración internacional abiertos en la región. Se impulsan, tras el fracaso de la ronda Doha de la OMC, a través de la firma de una amplia red de acuerdos de libre comercio (FTA, siglas en inglés), principalmente en Asia oriental y del sur. También Hong Kong y Singapur dos grandes centros financieros y logísticos del sudeste asiático, participan en el proceso. América Latina, con una larga fachada mirando al Pacífico, está girando hacia Oriente. Asia-Pacífico es el nuevo centro neurálgico mundial y acelerará su integración económica y comercial. Mientras Occidente duda y resurgen las presiones proteccionistas, Oriente aprovecha las ventajas de la globalización.

Ginés Castellet, Núria
Autonomía de la voluntad y fracaso matrimonial: los pactos pre-ruptura en el libro II del Código Civil de Cataluña
Revista Crítica de Derecho Inmobiliario
Vol. 87, no. 727, 09/2011, p. 2577-2620

La evolución del concepto social y jurídico de la familia y, dentro de ella, del matrimonio ha llevado, en los últimos tiempos, al reconocimiento de un cada vez mayor grado de autonomía a los cónyuges para configurar su relación a la medida de sus legítimos valores, intereses y aspiraciones. Uno de los últimos hitos en esta evolución es el de la introducción, en el sistema jurídico-civil catalán, de una disciplina específica de los denominados pactos en previsión de una ruptura matrimonial, que desarrolla la alusión general que ya se contenía en el Código de Familia. A analizar esta nueva normativa se consagra este trabajo.
Brands are facing key changes and challenges that need to be addressed from both the academic as well as the managerial perspectives. This paper discusses some of them and revises the research agenda of the field of brand management. Conceptual implications are drawn from the analysis and discussion of the papers of this special issue, as well as from previous literature. In this global world in which brands are present in many different countries and operate in really diverse business sectors the classical brand management theories and many of their assumptions may need to be revised. The paper discusses the key challenges that brands are facing and encourages academics to use the rich diversity of methodologies that they have at their disposition and that can be extremely helpful to address the future research agenda of this field.

Lozano Soler, Josep M.
What emerges when a market emerges?
Corporate Governance
Emerald
Vol. 11, no. 4, 10/2011, p. 315-326

What emerges when a market emerges? Does giving emphasis to the term emerging markets not represent a form of economic reductionism, neglecting the social context in which a market emerges? In this respect, CSR can be seen as a contribution from the business community, one that does not separate the economic and social dimensions in this emergent process. However, more global approaches are needed to face today’s challenges and to reflect on the criteria we have to bear in mind. This paper seeks to address this issue. For this reason, I feel it might be useful to respond to the question (what emerges when a market emerges?) using the Catholic Social Teaching doctrine and, more specifically, by means of a dialogue with Pope Benedict XVI’s latest encyclical, Caritas in Veritate (CV). The latter represents one of the few current attempts to provide a global and integrated view, incorporating specific guiding values and criteria for action. This paper is thus divided into three parts entitled: a) In times of globalisation and crisis: Integral human development as a criterion; b) The CSR challenge: The company, sustainability and the common good; and c) The continuing challenge of Business in Society. The main finding is that CV’s contribution may be to provide us with criteria to analyse what we have to bear in mind when talking about emerging markets without reducing this vision merely to economic terms. We should consider criteria such as: integral human development; the common good; inter-generational justice; the cultural context; ethics integrated within the economy and moral responsibility. All of these are fundamental. This paper questions the message, which is sometimes oversimplified in the case of emerging markets, to the extent that it forgets the social context. Dealing with this omission allows us to present new challenges both as part of these countries’ CSR agendas and in the call for both local and global governance.

Mària Serrano, Josep F.
CSR and development: A mining company in Africa
Mària, J. F.; Devuyyst, E.
Journal of Management Development
Emerald
Vol. 30, no. 10, 10/2011, p. 955-967

This case study seeks to present the CSR activity of a mining company in the DR of the Congo, and the conflict between the company and its local stakeholders. The company promotes and enlightened CSR, focused on the promotion of individuals’ rights; but the local population has inherited a paternalistic mindset, which clashes with this enlightened approach.
Mària Serrano, Josep F.
Lozano Soler, Josep M.
Responsible leadership: Pathways to the future
*Journal of Business Ethics*  
*(2010 IF= 1.125; BW20; FT TOP45)*  
Springer  
Vol. 93, Supplement 1, 06/2010, p. 93-111

The current globalization process excludes a significant part of humanity, but organizations can contribute to a more inclusive form by means of dialogue with other organizations to create economic and social value. This article explores the main leadership traits (visions, roles and virtues) necessary for this dialogue. This exploration consists of a comparison between two theoretical approaches (Responsible leadership, developed by Maak and Pless; and Work of Translation, developed by B.S. Santos) and their illustration with two cases (a Federation of Coops in Nicaragua and an Employer Organization in the Democratic Republic of the Congo). These cases are highly valuable and inspiring for business leaders and multinational corporations wishing to act responsibly at the local and global levels, thus contributing to a more inclusive form of globalization.

Montaña Matosas, Jordi
Spender, John-Christopher
Design thinking in the postmodern organization
Ilipinar, G.; Johnston, W.; Montaña, J.; Spender, J.-C.; Truex, D.
*China-USA Business Review*  
David Publishing Company  
Vol. 10, no. 11, 11/2011, p. 1203-1212

Design discipline has been relatively slow to recognize the existence and impacts of postmodernism as compared to sociology, political science, marketing and management disciplines, however, recently postmodernist implications have begun to be explored by design scholars. Yet our review of the literature led us to conclude that the relationship between postmodernism and design thinking has received little, if any attention from design management scholars. The objective of this paper, then, is to expand the discussion on the relationship between postmodern organization and design thinking, to suggest strategic implications for design managers and research opportunities for management scholars.

Parada Balderrama, Pedro
Individual scientific collaborations and firm-level innovation
Almeida, P.; Hohberger, J.; Parada, P.
*Industrial and Corporate Change*  
*(2010 IF= 1.235)*  
Oxford University Press  
Vol. 20, no. 6, 12/2011, p. 1571-1599

Our article focuses on the role of interorganizational collaborations by biotechnology scientists (as captured by co-authorship of research papers) and their impact on the patented innovations of firms. Our results show that even after controlling for factors that have been previously suggested to impact the patent output of a firm, including the firm’s strategic alliances, star and nonstar scientists, individual-level scientific ability, and R&D investment, the extent to which a firm’s scientists collaborate externally on scientific articles positively influences the firm’s innovation. We also find that individual collaborations between firm and university researchers are particularly useful and that regional spillovers enhance the impact of individual collaborations. Our research thus isolates and highlights the role of individual-level (and often informal) collaborative activity in enhancing firm innovation.
This article maps current thinking in the emerging field of responsible leadership. Various environmental and social forces have triggered interest in both research and practices of responsible leadership. This article outlines the main features of the relevant research, specifies a definition of the concept, and compares this emergent understanding of responsible leadership with related leadership theories. Finally, an overview of different articles in this special issue sketches some pathways for ongoing research.

In recent years, small family businesses in Mexico have come under enormous pressure from their external environment: this has resulted in serious problems affecting the running of their businesses, leading ultimately to a drop off in sales, customers and market share. Some have attempted to respond to this environment by using the Japanese approach of kaizen (meaning continuous improvement). The purpose of this paper is to ask if the kaizen approach is implemented in a specific environment such as that of small family businesses in Mexico. In this study, qualitative research was conducted using case studies as the research strategy. Two small, family-run Mexican businesses were selected and studied (a restaurant and hotel) and a retrospective focus was adopted; four methods were used to gather data: direct observation; participative observation; documentary analysis; and semi-structured interviews. The findings of the three case studies show that the kaizen approach can be applied to small family businesses in Mexico, but that the degree of implementation depends on the evolutionary stage of each family business. Consequently, for this first exploratory study, it was found that, in the start-up stage, only the First Guiding Principle of kaizen was observed, along with some indications for the Fourth Guiding Principle. Whereas for the expansion stage, the consolidated presence of the Second, Fourth and Fifth Guiding Principle of kaizen was observed. Finally, it was possible to identify certain techniques and tools at every stage in addition to the Guiding Principle. In closing, the exploratory study made it possible to investigate the major enablers and inhibitors that a family business goes through. Research was based in two case studies. However, rather than seeking empirical generalisation, the research tried to examine and explore how the kaizen approach is applied in a specific environment such as that of a sports organisation dedicated to football in Mexico. The paper aspires to be of interest as much to researchers as to professionals in the family business context, whether they have top management responsibilities or are middle managers, and also to all those employees whose work is related to this sector, with the aim of understanding the management of small family businesses in Mexico from the kaizen perspective. A review of academic and practitioner literature on the subject indicated that implementation of the kaizen approach in family businesses had scarcely begun to be explored. It is also significant that in Mexico and Latin America, examples of the implementation of this kind of approach are practically non-existent in academic literature on family businesses.

After Port Aventura's launch as a theme park in 1995, it continued to invest heavily in new shows, rides, hotels, golf courses, a convention center, and a shopping mall, all with the aim of adjusting to seasonal adjusted demand. This transformation from a theme park to a resort posed new challenges for Port Aventura's executive team. In particular, as a theme park, the analysis of its commercial activity focused on aggregated statistical information about groups of customers. By contrast, as a resort, management now needed to know and target individual customers. Yet, the company's existing information management processes and systems were not ready to support such a one-to-one marketing approach. This case is situated
in mid-2009 when the general manager asked the chief financial officer and the director of information systems to find a solution to address the marketing needs of the resort. The case discussion encourages students to identify and assess the business problems and relate them to the existing information management processes and systems. Students will also have to present a proposal that addresses this one-to-one marketing strategy.

Rupérez Micola, Augusto

Behavioural simulations in spot electricity markets

Banal-Estañol, A.; Rupérez Micola, A.
European Journal of Operational Research
(2010 IF= 2.158)
North-Holland
Vol. 214, no. 1, 10/2011, p. 147-159

We study the consistency of behavioural simulation methods used to model the operations of wholesale electricity markets. We include different supply and demand representations and propose the Experience-Weighted Attractions method (Camerer and Ho, 1999) to encompass several behavioural paradigms. We compare the results across assumptions and to standard economic theory predictions. The match is good under flat and upward-sloping supply bidding, and also for plausible demand elasticity assumptions. Learning is influenced by the number of bids per plant and the initial conditions. The simulations perform best under reinforcement learning, less well under best-response and especially poorly under fictitious play. The overall conclusion is that simulation assumptions are far from innocuous. We link their performance to underlying features, and identify those that are better suited to model liberalised electricity markets.

Sierra Olivera, Vicenta

Choosing among techniques for quantifying single-case intervention effectiveness

Manolov, R.; Solanas, A.; Sierra, V.; Evans, J. J.
Behavior Therapy
(2010 IF= 2.408)
Elsevier
Vol. 42, no. 3, 09/2011, p. 533-545

If single-case experimental designs are to be used to establish guidelines for evidence-based interventions in clinical and educational settings, numerical values that reflect treatment effect sizes are required. The present study compares four recently developed procedures for quantifying the magnitude of intervention effect using data with known characteristics. Monte Carlo methods were used to generate AB designs data with potential confounding variables (serial dependence, linear and curvilinear trend, and heteroscedasticity between phases) and two types of treatment effect (level and slope change). The results suggest that data features are important for choosing the appropriate procedure and, thus, inspecting the graphed data visually is a necessary initial stage. In the presence of serial dependence or a change in data variability, the nonoverlap of all pairs (NAP) and the slope and level change (SLC) were the only techniques of the four examined that performed adequately. Introducing a data correction step in NAP renders it unaffected by linear trend, as is also the case for the percentage of nonoverlapping corrected data and SLC. The performance of these techniques indicates that professionals’ judgments concerning treatment effectiveness can be readily complemented by both visual and statistical analyses. A flowchart to guide selection of techniques according to the data characteristics identified by visual inspection is provided.

Svejenova Nedeva, Silviya

Vives, Luis

Projects of passion: Lessons for strategy from temporary art

Svejenova, S.; Strandgaard Pedersen, J.; Vives, L.
Advances in Strategic Management
(2010 IF= 0.143)
Emerald
Vol. 28, 10/2011, p. 501-527

This chapter advances the notion of projects of passion as a class of phenomena for which profit seeking is secondary to the pursuit of a “calling.” Drawing on a comparative case analysis of seven temporary art projects realized over 35 years by renowned artist-entrepreneurs Christo and Jeanne-Claude, it defines a theoretical model of the unique elements and aspects of the process through which projects of passion unfold. In the model, freedom and novelty are singled out as unique drivers of project motivation, individual business models and rhetorical strategies as process mechanisms, and authenticity and impact (the aesthetic, social, and economic value appropriated by third parties) as project outcomes. The chapter concludes with implications for the strategic management of projects and opportunities for further research.
Valls Giménez, Josep Francesc
Sureda Pascual, Joan
La hibridación del consumo turístico entre los viajeros españoles
Valls Giménez, J.-F.; Sureda Pascual, J.; Andrade Suárez, M. J.
Revista de Análisis Turístico
Asociación Española de Expertos Científicos en Turismo (AECIT)

El impacto de la crisis económica ha influido en la reducción del consumo turístico y de ocio de los españoles y, ante esta realidad, se reclaman productos turísticos más baratos y ofertas que se ajusten al presupuesto preestablecido. No obstante, en un mercado tan heterogéneo como el turístico, es evidente que existen grandes disparidades en la sensibilidad a los precios que muestran los turistas y, en este sentido, la hipótesis que se plantea es que, en viajes, la población española avanza hacia formas híbridas de consumo, es decir, a la vez que se produce esta actitud de consumo más barato, se mantiene intacta la propensión a gastar más cuando aparecen una serie de supuestos, por ejemplo, si los productos turísticos son confeccionados a medida o si son respetuosos con el medio ambiente. El objetivo de este trabajo consiste en identificar la sensibilidad al precio que muestran los viajeros españoles y estudiar su evolución. Con esta finalidad, se utilizarán una serie de mediciones comparadas realizadas a más de 1000 viajeros españoles antes de la crisis (2005-2007) y después (2010) sobre sus actitudes ante las vacaciones y los viajes.

Vives, Luis
Svejenova Nedeva, Silviya
To, from and beyond the margins: Business models: Towards an integrative framework
Management Research: The Journal of the Iberoamerican Academy of Management
Emerald
Vol. 9, no. 3, 9/2011, p. 230-242

The purpose of this paper is to provide an integrative framework on business models that combines and connects concepts pertinent to the literatures of strategy, entrepreneurship, and organization. The paper describes the framework’s theoretical development. The framework enriches the discussion on business models by providing a life cycle perspective. This paper aims at advancing the theoretical grounds of business models by integrating and extending the existing literature. In the future, further research needs to evaluate the use of this integration. The paper integrates a number of disparate contributions to the understanding of business models from the fields of strategy, entrepreneurship and organization theory.

Kyvik, Oyvin
Internationalisation of small firms: The importance of a global mindset
International Journal of Technology Transfer and Commercialisation
Inderscience Enterprises
Vol. 10, no. 3-4, 09/2011, p. 314-331

The article considers the cognitive processes causing a global mindset as a firm-specific capability. Existing research shows a strong causal relationship between the global mindset and small firms' internationalisation behaviour, that the main causal power from the explanatory variables goes through the global mindset and that the individual direct effects on internationalisation behaviour are minor in comparison. Possibilities of influencing small firms' internationalisation behaviour through the global mindset are discussed. The importance of international experience for the formation of the global mindset is emphasised. The article outlines methodological approaches for how the formation of a global mindset in small firms may be stimulated based on organisational learning and change management interventions.
Abel Lluch, Xavier
Jurisprudencia sobre derecho probatorio: I. Sobre la carga y la dosis de la prueba
Diario La Ley
Madrid: La Ley

A propósito de la Sentencia del Tribunal Supremo, Sala 1ª, de 30 de mayo de 2011 (Pte. Excmo. Dº Jesús Corbal Fernández) se fija la noción de la carga de la prueba, en su dimensión conceptual, sistemática, temporal y de eficacia. También se analiza el concepto de “coeficiente de elasticidad de la prueba” empleado literalmente en la sentencia comentada y que hace referencia a la dosis o cantidad de prueba, para concluir que: 1) No existe una dosis de prueba tasada, sino que varía función de las circunstancias del caso; 2) La dosis de prueba debe medirse con arreglo al coeficiente de elasticidad de la prueba; 3) La dosis de prueba suficiente para generar la convicción judicial puede provenir de cualquier medio de prueba o de las presunciones.

Abel Lluch, Xavier
Jurisprudencia sobre derecho probatorio: II. Nulidad de dictamen pericial acordada oralmente en el acto del juicio en primera instancia y posterior designación de nuevo perito judicial
Diario La Ley
Madrid: La Ley
No. 7730, Especial Cuadernos de Probática y Derecho Probatorio, no. 5/2011, 11/2011, p. 16-17

A propósito de la STS, Sala 1ª, de 13 de abril de 2011 (Pte. Excmo. Dº Francisco Castán Marín) se analiza si es posible acordar en el acto del juicio en la primera instancia la nulidad de un dictamen pericial médico designado judicialmente, a instancia de parte con base en el código deontológico médico al haber tratado dicho médico a la parte como paciente, y acto seguido dictar nueva providencia designando perito distinto para que se practique nueva pericia.

Abel Lluch, Xavier
Jurisprudencia sobre derecho probatorio: III. Interrogatorio de persona jurídica. Carga de indicar por el interrogado las personas intervinientes en los hechos
Diario La Ley
Madrid: La Ley

A propósito de la STS, Sala 1ª, de 3 de enero de 2010 (Pte. Excmo. Dº Francisco Marín Castán) se aborda la regulación del interrogatorio de las personas jurídicas, y en concreto la carga de indicar la no intervención en los hechos de la persona interrogada e indicar la identidad de la persona interviniente en los mismos en nombre de la persona jurídica, aunque ello no obsta para que la parte proponente pueda designar nominativamente la persona que desea someter al interrogatorio.
Añoveros Terradas, Beatriz
Los pactos prematrimoniales en prevención ruptura en el Derecho internacional privado
Anuario Español de Derecho Internacional Privado
Pozuelo de Alarcón, Madrid: Iprolex
No. 10, 09/2011, p. 441-469

Los importantes cambios sociológicos acaecidos en las últimas décadas en el ámbito del Derecho de familia, y especialmente el aumento sin precedente de los matrimonios mixtos, hace que cada vez sea más frecuente la utilización, por parte de los futuros cónyuges, de los llamados pactos prematrimoniales en prevención de ruptura matrimonial. A través de ellos los futuros cónyuges deciden anticipar, incluso antes de la celebración del matrimonio, las consecuencias fundamentalmente económicas de una posible ruptura. La disparidad normativa (tanto material como conflictual) existente en la materia conlleva una inseguridad jurídica que contrasta y colisiona con el carácter preventivo del pacto prematrimonial en prevención de ruptura. Los pactos prematrimoniales heterogéneos, ya sea por existir en ellos un elemento internacional o interregional, no tienen garantizada su eficacia. Por ello, es imprescindible una regulación adecuada por parte del Derecho internacional privado (tanto por lo que se refiere a la competencia judicial internacional como al Derecho aplicable) que asegure a los cónyuges la eficacia y validez de los pactos prematrimoniales por ellos celebrados y que a su vez permita respetar los límites a esa autonomía de la voluntad en aras a la consecución de determinados intereses dignos de protección.

Arjona Sebastià, César
La propiedad sin control. Un análisis de la breve historia del gobierno corporativo
Revista Electrónica de Pensamiento, Economía y Sociedad
Madrid: Instituto Virtual de Ciencias Humanas (IVCH)
No. 10, 09/2011, p. 4-27

El trabajo describe el fenómeno de disociación entre propiedad y control en las sociedades y los problemas de apatía racional del inversor y managerialismo puestos de relieve por Berle y Means, planteándose el carácter residual del accionista como propietario, y el valor jurídico de los códigos de buen gobierno corporativo a la luz de la teoría de la agencia y de la noción de empresa socialmente responsable.

Giné Daví, Jaume
El Japó, abans i després de Fukushima
VIA: Valors, Idees, Actituds
Barcelona: Centre d’Estudis Jordi Pujol
No. 16, 10/2011, p. 86-107

La identitat japonesa es debat històricament entre Àsia i Occident. El país s’ha «reinventat» diverses vegades a causa dels avatars històrics que han copejat durament el poble japones, alguns dels quals han estat tràgics. Així ho va fer el 1868 amb la restauració Meijí obrint-se a la modernització occidental. Renaixé després de la seva derrota militar el 1945 fins a convertir-se en la segona economia mundial el 1968. I també s’algàrà amb forces renovades després de la tragèdia esdevinguda l’11 de març de 2011 a Fukushima. El Japó no té recursos naturals però gaudeix d’un recurs extraordinari: el poble japones. La reconstrucció ja ha començat. Però aquest cop no n’hi haurà prou amb aixecar infraestructures: caldrà repensar, revitalitzar i reenovar el país. El seu gran repte és aconseguir adaptar-se als canvis geoestratègics que s’han produït des de principis del segle XXI. El país té grans capacïtats, tot i que li manca la dimensió i la població que sí que té la Xina, cada vegada més crescuda davant dels EUA i la UE, aquesta amb greus dificultats per superar la seva crisi financera. El futur del Japó depèndrà de com evolucionen les seves relacions polítiques amb el colós xinès i del fet que l’arxipèlag s’obri sense més reserves a l’exterior. Ha d’aprofitar la seva privilegiada situació a l’Àsia-Pacific, el nou centre d’expansió econòmica mundial. El Japó continua sent, després dels EUA i la Xina, la tercera economia mundial.
Giné Daví, Jaume
Competir con los asiáticos
*Directivos y Empresas*
Madrid: Directivos y Empresas
No. 103, 12/2011, p. 66-67

El despegue económico asiático plantea grandes retos a nuestros empresarios, profesionales y emprendedores. Es la asignatura pendiente del comercio exterior español y la causa principal del gran déficit comercial. Pero afrontar el reto asiático requiere esfuerzo y persistencia. Y, sobre todo, un mejor conocimiento de la región. Las verdaderas barreras no son tanto económicas como culturales. Muchos profesionales con muy buena formación económica y empresarial fracasan a la hora de comerciar o establecerse en un país asiático porque lo desconocen culturalmente. Es importante saber cómo funciona un país, como son y piensa su gente, como es su cultura y lengua, como negocian sus empresarios, etc. Todo ello es básico en los países asiáticos, donde las relaciones personales o de confianza son clave para “hacer negocios”. El siglo XXI es el de la emergencia de Asia-Pacífico y de China e India en particular. Los principales competidores de nuestras empresas y sus directivos son y serán los asiáticos.

Llebaría Samper, Sergio
Contrato condicional: incertidumbre, intangibilidad y manipulación de la condición
*Revista Crítica de Derecho Inmobiliario*
Madrid: Centro de Estudios Registrales. Colegio de Registradores de la Propiedad y Mercantiles de España
Año 87, no. 728, 11/2011, p. 3151-3202

Análisis de las posibilidades, tratamiento y consecuencias de las interferencias en el proceso natural de la condición apuesta al contrato. Propuesta de estudio acerca de la estructura del evento condicional, de los intereses en juego, de la condición unilateral, de la ficción de cumplimiento y del cumplimiento por equivalente de la condición.

Longo Martínez, Francisco
La calidad de los servicios civiles centroamericanos: una aproximación empírica
Longo, F.; Iacoviello, M.; Zuvanic, L.
*Revista Centroamericana de Administración Pública*
San José (Costa Rica): Instituto Centroamericano de Administración Pública (ICAP)
No. 60-61, 09/2011, p. 9-28

Presenta desde una perspectiva comparada las principales tendencias regionales y las distinciones entre los servicios civiles de Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panamá y la República Dominicana, los que fueron evaluados recientemente a través del proyecto barómetro de la profesionalización de los servicios civiles en Centroamérica, auspiciado por la agencia española de cooperación internacional para el desarrollo, AECID.

Ramis Pujol, Juan
Indignaciones en el Mediterráneo
*Directivos y Empresas*
Madrid: Directivos y Empresas
No. 98, 05/2011, p. 98-100

El Proyecto NIXE III, www.nixe3.com, siguiendo los pasos y las obras del Archiduque Luis Salvador de Austria (1847-1915), tiene como objetivo mostrar cómo ha cambiado el mediterráneo en los últimos cien años. La recogida de datos del proyecto ha tenido lugar en España, Italia y Croacia. En los próximos años seguirán recogiendo en otros lugares de España, en Grecia y en la mayoría de países del Norte de África. Durante la travesía de este último año pudimos tomar algunos apuntes sobre las indignaciones en el Mediterráneo. Es interesante observar que los orígenes y las razones de la indignación pueden ser muy diversos. Constatamos también que hay indignaciones con el potencial de aparecer, de desaparecer o de transformarse con el paso del tiempo. La indignación también puede generar movilizaciones que traspasan fronteras. Asimismo vemos que ciertas indignaciones que, al mirarlas a través del prisma de la historia, pueden estar construidas sobre bases poco sólidas. Algunas, al contrario, empezaron ya hace mucho y duran obstinadamente sin haberse resuelto jamás.
Valls Giménez, Josep Francesc
La encrucijada de la marca país
MK Marketing + Ventas
Madrid: Wolters Kluwer España
No. 272, 10/2011, p. 8-19

Cuatro factores que coinciden en el tiempo obligan a una revisión profunda de la gestión de la marca país. El primero engloba los cambios en la trazabilidad de los productos y servicios: origen en diversos países; procesos de transformación, producción y comercialización, con aportaciones diversas de varias partes del mundo. El segundo se relaciona con la proliferación de marcas blancas, que modifica sustancialmente el escenario tradicional poblado mayoritariamente por marcas premium i medium. El tercero enlaza con la emergencia de valores transversales, como la multiculturalidad y el mestizaje, reconociendo la importancia del talento aportado por los inmigrantes a los países de destino. Y el cuarto fenómeno aparece mucho más coyuntural a raíz de la crisis desatada en 2008; las convulsiones financieras exponen a los países a calificaciones negativas de solvencia económica de parte de las agencias internacionales de rating y afectan directamente a la credibilidad; el riesgo país se ha disparado de forma descontrolada. Estos cuatro fenómenos generan tensiones sobre la marca país y una extraordinaria confusión en su gestión. En este artículo nos proponemos analizar la incidencia de estos factores sobre la marca país, a fin de plantear propuestas para la revisión del concepto de la imagen de marca país, de modo que siga siendo un soporte estable de alto valor añadido al servicio de las exportaciones, sobre todo, las relacionadas con el estilo de vida, como la moda y las industrias creativas; y de la atracción de capitales, del turismo y del mejor talento internacional.

Vidal-Quadras Trias de Bes, Miguel
Cambios en las patentes: la modificación de las reivindicaciones al amparo del nuevo artículo 138.3 del Convenio de la Patente Europea
Revista Aranzadi Doctrinal
Cizur Menor: Aranzadi
No. 5, 09/2011, p. 101-128

Se analizan en este artículo los efectos de la novedad introducida en el Convenio de la Patente Europea conforme a la cual el titular de la patente en el marco de un pleito sobre la validez de su derecho puede proponer al tribunal un nuevo texto limitando las reivindicaciones, que pasará a ser la base del procedimiento. Corresponde a los tribunales aceptar el nuevo texto en el marco del procedimiento civil, por lo que merecerá también una atención específica su encaje en el contexto de las normas procesales del pleito en España.
Alemany Gil, Luisa
Planellas Arán, Marcel

Libro blanco de la iniciativa emprendedora en España

Alemany, L.; Álvarez, C.; Planellas, M.; Urbano, D.
Barcelona: ESADE Entrepreneurship Institute, 10/2011
176 p.

El presente estudio, promovido por la Fundación Príncipe de Girona, tiene como objetivo analizar la situación actual de la iniciativa emprendedora en España y, en especial, identificar los factores clave que permitirían fomentar el espíritu emprendedor entre los jóvenes de nuestro país. En este estudio, el término iniciativa emprendedora hace referencia tanto a la puesta en marcha de nuevos proyectos emprendedores en el entorno empresarial, como a las iniciativas en otros campos como el social, el artístico-cultural, el deportivo y el científico-académico.

Ginés Castellet, Núria (coord.)
Bardají Gálvez, Mª Dolores
Duplá Marín, Teresa
Lauroba Lacasa, María Elena
Mirabent Junyent, Maria Viñet
Rivero Hernández, Francisco

La familia del siglo XXI: algunas novedades del Libro II del Código Civil de Cataluña

Barcelona: J. M. Bosch, 12/2011
232 p.
Colección de formación continua. Facultad de Derecho ESADE; no. 9

El pasado 1 de enero de 2011 entró en vigor el Libro II del Código Civil de Cataluña. A pesar de haber transcurrido solo doce años, no son pocas las novedades que este Libro incorpora respecto del texto vigente desde 1998. Nuestro legislador ha hecho un esfuerzo por acomodar la norma civil a las modernas exigencias que reclama la regulación de la familia en una sociedad libre, democrática, plural y cada vez más compleja. Pero, ¿ha sabido el legislador alcanzarlo? Y para ello, ¿cuáles son las novedades que presenta este Libro II, destacando críticamente el núcleo de cada novedad para propiciar el clima de debate necesario. Bajo el designio de ofrecer una visión lo más amplia posible, se contó con la participación no solo de prestigiosos juristas sino también de consumados expertos en psicología y psiquiatría de la familia. Todos ellos contribuyeron a ofrecer un análisis profundo, riguroso, crítico y práctico de las novedades que ha introducido el Libro II del Código Civil de Cataluña. En esta obra hemos querido recoger algunas de aquellas ponencias que se ocuparon y se ocupan de algunas de las innovaciones de mayor trascendencia.
Dolan, Simon  
*Coaching por valores: Um guia para o sucesso na vida dos negócios e no negócio da vida*  
Lisboa (Portugal): Book 7, 10/2011  
Rio de Janeiro (Brasil); Qualitmark, 10/2011  
256 p.

Gestão e Coaching por Valores™ fazem parte de uma nova filosofia que combina os desafios e prioridades pessoais com os do mundo. Este é um novo plano para a criação de um ambiente de aprendizagem no qual se avaliam fatores pessoais e ambientais, no qual a felicidade e o rendimento se reforçam mutuamente. 
De acordo com Dr. Dolan, os valores são a ponte entre as crenças individuais e o comportamento. Se as crenças são as declarações sobre a forma como vemos o mundo, os valores são as coisas na vida que nos parecem mais importantes, as que movem o indivíduo, que fazem com que ele dedique seu tempo, recursos e dinheiro para atingi-las. Já que os valores estão dispostos em hierarquia, faz-se necessário identificar os que funcionam ou não e mudar. As questões abordadas dialogam diretamente com o âmago do leitor: o que realmente deseja? O que verdadeiramente faz? Como prefere empenhar seus bens mais preciosos na busca por sua felicidade e satisfação? Este livro o ajudará a alinhar seus valores com sua realidade e assim construir metas de vida, segui-las e alcançá-las. E, por conseguinte, mostra o novo modelo de liderança implementado nas organizações: aquele resultante de um compromisso filosófico baseado em ações atraentes para os mais diversos ambientes culturais calcados em valores.

Dolan, Simon  
Lingham, Tony  
*Introduction to international organizational behavior [Electronic resource]*  
361 p.

Organizational behavior (OB) is the study of individual and group behavior in organizational settings. OB looks at organizations as entities, the forces that shape them, and their impact on the members. The study of OB involves three levels within organizations: (1) Individual; (2) Group (or Team); and (3) Organizational. 
This book is an electronic version of the printed book: *Fundamentals of international organizational behavior*.

Sauquet Rovira, Alfons (ed.)  
*Business schools and their contribution to society*  
Morsing, M. & Sauquet Rovira, A. (eds.)  
272 p.

Business schools are arguably some of the most influential institutions in contemporary society, heavily influencing the way much socioeconomic activity is conducted. The education they provide is an important theme to be considered in its own right - and perhaps even challenged. This exciting book explores the role of business schools in contemporary global society through 3 key dimensions: - How business school legitimacy has been challenged by the recent economic crisis and corporate scandals; - How business schools contribute to shaping and transforming business conduct; and - How business schools, past and present, develop their identities to face the challenges presented by the ongoing globalization process. Combing perspectives from business school Deans from around the world, as well as scholars and business leaders, this book presents a unique discussion of the current and future challenges facing business schools today.
Sebastián Franco, Guillermo
¿Qué es y qué no es un coach?
Madrid: Pirámide, 12/2011
348 p.
Empresa & gestión

A lo largo de bastantes años de práctica del coaching ejecutivo profesional, el autor ha acompañado a muchos directivos en sus procesos de cambio de comportamiento y de mejora de sus competencias emocionales orientadas a la consecución de sus objetivos profesionales y personales. A través de reflexiones, en esta obra trata de dar sugerencias, que no consejos, a los nuevos coaches que se acaban de certificar y se preguntan ¿y ahora qué?. El autor tampoco olvida a los directivos que tienen que contratar el servicio profesional de un coach y también trata de explicarles de un modo sencillo en qué consiste un proyecto completo de coaching ejecutivo individualizado. Para dar a conocer su experiencia profesional, el autor utiliza un caso real novelado preservando la identidad de las organizaciones y para hacerlo más atractivo. La historia recoge el desarrollo de un proyecto de coaching individualizado en una gran organización, desde la llamada solicitando información hasta la conclusión final del proyecto, nueve o diez meses después.

Solana Madariaga, Javier
Primaveras, terremotos y crisis [Recurso electrónico]
Solana, J.; Bassets, L.
Barcelona: Random House Mondadori, 10/2011
59 p.
ENDEBATE

El 2011 ha sido un año de grandes acontecimientos y turbulencias, cuyo impacto marcará un cambio de época. Con el objetivo de analizar las profundas transformaciones que caracterizarán este cambio, Javier Solana, presidente de ESADego, y Lluís Bassets, director adjunto del diario El País, acaban de publicar Primaveras, terremotos y crisis -Random House Mondadori, ENDEBATE. La publicación sale a la luz un año después de Reivindicación de la política, primer libro publicado conjuntamente por Javier Solana y Lluís Bassets, en el que ambos autores repasaban los últimos veinte años de política internacional desde una perspectiva privilegiada. El 2011 ha sido un año de grandes acontecimientos y turbulencias, cuyo impacto marcará un cambio de época. Con el objetivo de analizar las profundas transformaciones que marcarán este cambio de época, Javier Solana, presidente de ESADego, y Lluís Bassets, director adjunto del diario El País, acaban de publicar "Primaveras, Terremotos y Crisis". La publicación sale a la luz un año después de "Reivindicación de la Política", el primer libro publicado conjuntamente por Javier Solana y Lluís Bassets en el que ambos autores repasaban los últimos 20 años de política internacional desde una privilegiada perspectiva.

El libro, basado en un formato de diálogo en profundidad entre los dos autores, hace un recorrido de los grandes cambios geopolíticos que han agitado el panorama internacional en los últimos doce meses. El terremoto de Fukushima, las revueltas árabes, las consecuencias del tsunami en Japón, las repercusiones estratégicas de la desaparición de Bin Laden, la crisis económica del euro, el problema de la gobernanza global y el auge de los BRICS son algunos de los temas clave del libro. "Casi ninguno de estos hechos estaba en el guión de lo que ocurriría en un período tan breve de tiempo", responde Solana en el libro a la primera pregunta del periodista sobre si el 2011 nos ha traído un mundo distinto. "Creo que forma parte de una transformación extraordinaria que se inició hace una década y a mi juicio se enmarca en las enormes transferencias de poder que se están produciendo en nuestro mundo globalizado y cuyas consecuencias aún desconocemos. Avanzamos casi a ciegas. Y mientras avanzamos, simultáneamente, tratamos de explicar lo ocurrido", añade Solana
BOOK CHAPTERS

Abel Lluch, Xavier
Cuerpo del delito e identificación formal del delincuente. Especial consideración de la toma de muestras de ADN
In Estudios de prueba penal. Volumen II. Actos de investigación y medios de prueba: inspección ocular, declaraciones de inculpados y testigos, intervenciones corporales y prueba pericial
X. Abel Lluch & M. Richard González (dirs.); Instituto de Probática y Derecho Procesal Penal de la Facultad de Derecho de ESADE (URL)
Madrid: La Ley, 09/2011
p. 113-143

Segundo volumen de la colección dedicada al Estudio de la prueba en el proceso penal, impulsada por el Instituto de Probática y Derecho Procesal Penal de la Facultad de Derecho ESADE (URL), en el que un equipo de investigadores, entre los que se incluyen Magistrados y Profesores Universitarios expertos en Derecho Procesal Penal, ofrecen una visión amplia que refleja el fundamento y los problemas que se plantean en la práctica forense. En el capítulo en cuestión se analiza la regulación, ya desfasada, del cuerpo del delito y de la identificación formal del delincuente en la centenaria Ley de Enjuiciamiento Criminal de 1882, procurando ofrecer una interpretación actualizada de sus previsiones legales para adaptarlas a nuestro contexto jurídico y se aborda un problema candente en la investigación criminal cual es la toma de muestras de ADN de un sospechoso, y se ofrecen soluciones ante la negativa del mismo.

Añoveros Terradas, Beatriz
Ley aplicable a los pactos de renuncia anticipada a la compensación por trabajo y a la pensión compensatoria: una perspectiva interregional
In La aplicación del Derecho civil catalán en el marco plurilegislativo español y europeo = L’aplicació del Dret civil català en el marc plurilegislatiu espanyol i europeu
A. Font i Segura (ed.)
Barcelona: Atelier,12/2011
p. 137-160

Recientemente el Libro II del Código civil de Catalunya ha desarrollado la figura de los denominados pactos en previsión de ruptura matrimonial. Con esta expresión se hace referencia a los acuerdos celebrados entre los cónyuges, o futuros cónyuges, donde se contemplan las consecuencias de una posible ruptura familiar por separación o divorcio, o incluso por disolución por muerte de cualquiera de ellos. La seguridad jurídica que los pactos en previsión de ruptura pueden llegar a proporcionar puede verse cuestionada por la distinta (o en ocasiones inexistente) regulación de este tipo de pactos en los diferentes ordenamientos jurídicos. En el presente trabajo llevo a cabo un estudio de derecho interregional con el objetivo de determinar la ley aplicable a los pactos en caso de conflicto interno cubriendo también los supuestos de remisión a ordenamiento plurilegislativo (remisión ad intra).

García Solé, Marc
De los delitos contra la seguridad colectiva
Quintero Olivares, G.; García, M.
In Comentarios a la parte especial del Derecho Penal
G. Quintero Olivares (dir.); F. Morales Prats (coord.)
Cizur Menor: Aranzadi, 11/2011
p. 1363-1383

En aquest capítol es realitza una anàlisi de la interpretació dels tipus penals referits a l’energia nuclear. La tipicitat penal engloba el que és l’alliberament d’energia nuclear, el pertorbar el funcionament d’una instal·lació nuclear i l’apoderament de materials nuclears.
Losada Marrodán, Carlos
Lozano Soler, Josep M.

Responsible business education: not a question of curriculum but a raison d’être for business schools

Losada, C.; Martell, J.; Lozano, Josep M.
In Business schools and their contribution to society
M. Morsing & A. Sauquet Rovira (eds.)
London: Sage, 10/2011
p. 163-174

The importance of developing an identity in business schools, in relation to ethics and social responsibility, is addressed in this article with the purpose of advocating that education in responsible business is not a sole concern of curriculum, but, furthermore, that the current context demands that business schools ask themselves if they are committed to be defined as socially responsible institutions. If these schools' raison d’être is to educate responsible business executives, and make an effective social contribution, the level of demand required of them is very high. They need to include the principles and values of social responsibility as part of their own core operations and involve their entire organizations across all their management subsystems, such as education, research, outreach programs, and policies, all of which are analyzed in this article systematically through the examination of a business school’s value chain.

Valls Giménez, Josep Francesc
Sardá Borroy, Rafael

Perception and realities of the impact of climate change on the Mediterranean tourism industry

Valls, J.-F.; Sardá, R.; Freund, D.
In Coping with global climate change: strategies, policies and measures for the tourism industry
K. Weiermair, H. Pechlaner, A. Strobl, M. Elmi & M. Schuckert (eds.)
Innsbruck (Austria): Innsbruck University Press,
11/2011
p. 77-93

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

Vedina, Rebekka

Innovation capabilities in small catching-up economies: Evidence from food production and tourism sector SMEs

Vedina, R; Baumane, I.
In Innovation systems in small catching-up economies: New perspectives on practice and policy
E. G. Carayannis, U. Varblane, & T. Roolalt (eds.)
New York: Springer, 12/2011
p. 215-234

This chapter presents the results of the study of the innovation capabilities of SMEs in Estonia, Latvia and two catching-up regions in Poland and Germany. We distinguished between various capabilities, such as a company’s basic assets (e.g. human, technological and financial resources) and competencies (e.g. available knowledge and skills, and the ability of the company to use its basic assets and develop an innovation-facilitating culture), and aimed to identify their relationship with the company’s past and planned innovations and performance, and to compare results across countries. We interviewed 245
top managers from SMEs involved in tourism (mainly accommodation) and food production. Quite positive estimations revealed that managers of SMEs in catching-up economies believe they possess the necessary innovation capabilities and have the potential to introduce innovations. SME competencies were found to be related to turnover, profit and the presence of past and planned innovations. Access to financial resources combined with entrepreneurial orientation and an innovation-facilitating culture contributed most to new product development, the number of undertaken or planned innovations and profit and turnover. The differences between countries were more salient in tourism sector enterprises. Latvian managers gave the lowest estimate for almost all competencies, and were less involved in introducing innovations compared with their counterparts in Estonia, Poland and Germany. We imply that whilst striving to introduce new products/services to the market, SMEs in catching-up economies may overlook the importance of improving their competencies; that is, internal resources, which may contribute better to developing a competitive advantage.

Ysa Figueras, Tamyko
Assessing public networks: Proposal for a new unit of analysis
Ysa, T.; Esteve, M.
In New steering concepts in public management
S. Van de Walle & S. Groeneveld (eds.)
Bingley (U.K.): Emerald, 10/2011
p. 41-56

The increase in the variety and complexities of collaboration between public-public, public-private, and public-non-profit actors (OCDE, 2005; Skelcher et al., 2005) is laying the groundwork for a future scenario in which governments must effectively manage all the necessary networks to develop the relational state (Mendoza and Vernis, 2008). When we analyse the specific intergovernmental issues leading to this future scenario, one of the most important is the issue of effective management. This is true for the networks in which the government participates or leads, and also true in terms of 'network portfolio', a concept we introduce in this chapter. Our study is based on an analysis of 44 local intergovernmental networks. It serves as the basis to illustrate different ways in which the network portfolio concept can contribute to improving our understanding of network management within public management. In other words, the question we aim to answer is: how can a 'network portfolio' focus help to improve our understanding of network management within public management? Actively incorporating this perspective will help public decision-makers strategically manage the global set of networks in which they participate; and help these decision-makers make better decisions about collaborative public networks. At a broader level, the evidence produced by this study connects with emerging literature and recent attempts to examine networks from a more holistic point of view (Klijn et al., 1995; Addicott et al. 2006; Agronoff, 2006; Agronoff, 2007; Provan and Kenis, 2008; Rainey, 2008; Weber and Khademian, 2008). The object of analysis is not the internal organisations or the relationships within the network; neither is it the networks as instrumental units of governance in opposition to hierarchical or market instruments ('whole networks'). The object of analysis is the integral governance models that characterise different networks (Provan and Kenis, 2008; Kenis and Provan, 2009; Lemaire and Provan, 2009). 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. This perspective has recently appeared in private management literature (Parise and Casher, 2003; Hoffmann, 2005; Reuer and Ragazzino, 2006; Heimeriks et al. 2009; Lavie, 2009; Ozcan and Eisenhardt, 2009; Sarkar et al., 2009; Wassmer, 2010). According to research by Wassmer (2010), the reasons why organisations create network portfolios include: (1) an increase in productivity due to the tendency to do away with overlapping tasks between organisations; (2) the possibility of managing risks and doubt; (3) greater and better access to information and knowledge; (4) the possibility of filling structural gaps that networks cannot fill on their own and the possibility of identifying shared opportunities; and (5) the ability to shape the nature of competition by being in contact with other organisations in the same industry. The findings of this chapter focus on three areas. Firstly, using the network portfolio as the unit of analysis enables us to identify the determining factors of public network governance beyond the network borders. Secondly, this new unit of analysis incorporates the 'holistic' network view and, as such, improves the conceptualisation of the various taxonomies by enabling a comparative analysis (Agronoff, 2006; Provan and Kenis, 2008). Identifying a given player as the network portfolio's focal organisation enables us to establish distinctions between all the networks it manages, both in terms of objectives, as well as in the types of governance models used (with different levels of authority and power). Lastly, the network portfolio perspective helps us delimit the six key aspects that public managers will have to pay attention to in order to successfully lead their networks: (1) authority; (2) power; (3) communications and publicity structures; (4) strategic planning and implementation; (5) organisation; and (6) cohesion. Becoming aware of the different players with respect to their position in the network can contribute, in turn, to greater legitimisation for the system as a whole. This chapter is structured as follows: in the first part we present the theoretical framework used and justify the need to broaden the unit of analysis from a simple network perspective to the network portfolio. In the second part we present the case study and methodology used. The third part presents our research findings, arguing that the analysis of the 44 networks studied can be improved by identifying the power centre shared by all the networks. In this case, the centre of power is the supra-local organisation promoting these networks and serving as the focal organisation in the network portfolio. Our chapter concludes with an explanation of the three ways in which the network portfolio perspective can contribute to enhancing our understanding of network management itself.
Parada Balderrama, Pedro  
Aspirations, performance and changes in partnering behavior: Evidence from the pharmaceutical industry 1990-2006  
Di Lorenzo, F.; Almeida, P.; Parada, P.  
SMS 31st Annual International Conference Strategic Management Society (SMS)  

Building on the prior research on aspiration levels, managerial decision making and partnering routines, we examine the conditions under which pharmaceutical firms change their partnering behavior across time. Using insights drawn from behavioral theory and evolutionary theory of the firm, we suggest that any change in partnering behavior is considered risky, and is triggered by the gap between actual performance (financial and innovative) and aspirational performance (developed on the basis of historical and social comparisons). Testing a sample of 988 pharmaceutical firms from 1990 to 2006, our results suggest that the change partnering behavior depends on the performance type: firms are more likely to change when financial performance equals aspiration, while innovative performance predicts opposite results on the performance discrepancy-change in partnering behavior relationship.

Almirall Mezquita, Esteve  
Wareham, Jonathan D.  
Mechanisms of innovation in smart cities  
Lee, M.; Almirall, E.; Wareham, J.  
eChallenges 2011  
Florence (Italy), 26/10/2011 - 28/10/2011

However Open innovation is the “de facto” standard in the private sector (Chesbrough 2003), its translation to the Public Sector has been slow. The lack of the need for competition and the traditional barriers existing in the Public Sector are probably the culprits for this situation. However, the recent movement towards Smart Cities and the need for the provision of increasingly sophisticated Internet Services that many times are asked to address very particular needs and constituencies is rapidly changing this situation.

In the private sector, the need for addressing platform management as a means of becoming more competitive, innovative, and prosperous (Lathrop and Ruma 2010; Adner 2006) is rapidly becoming prevalent, particularly in sectors where innovation has an accelerated pace, such as Future Internet Services. A simple look at how competition is being organized in the mobile industry provides clear evidence of this fact.

Following the lead of the private sector governments are looking to adopt similar strategies to become more innovative in serving the public (Laursen and Salter 2006). Governments are starting to function as platforms. Concepts such as government as a platform, Open Data or Crowdsourcing are rapidly becoming part of the lingo of public servants. This paper attempts to summarize some of the most relevant European exercises providing insights on the translation of Open Innovation to the Public Sector, concretely in the context of Smart Cities.
Castiñeira Jerez, Jorge
Algunas reflexiones sobre la naturaleza jurídica y el encaje de la alteración sobrevenida de las circunstancias en la teoría general del contrato: un análisis a través de las más modernas propuestas sobre derecho de obligaciones y contratos
VI Congrés de Dret Civil Català
Universitat Rovira i Virgili
Tarragona, 30/11/2011 - 01/12/2011

Tanto en las más prestigiosas propuestas internacionales de armonización del derecho de contratos como, a nivel estatal, en la Propuesta de Anteproyecto de Ley de Modernización del Código Civil en materia de Obligaciones y Contratos, elaborada por la Comisión General de Codificación, se inserta la problemática relativa a la alteración sobrevenida de las circunstancias (en sus distintas variantes o denominaciones) como una de las vicisitudes posibles y normales del contrato. Esa normalidad no solo deriva de la inclusión expresa del precepto relativo a la alteración de las circunstancias, sino también a través de sus requisitos de aplicación. Así, en efecto, tanto en los Principles of European Contract Law, ("PECL") -artículo 6.111- como en los Principios Unidroit -artículo 6.2.2- y en el Draft Common Frame of Reference ("DCFFR") -artículo 1:110- se incluye la figura de la excesiva onerosidad sobrevenida ante el cambio de circunstancias o hardship y en las tres se hace depender su aplicación a que no se haya previsto el cambio de circunstancias y a que, además, no se haya asumido o no pueda exigirse a ninguna de las partes el riesgo de ese cambio. No se requiere en ninguna de esas regulaciones que el cambio de circunstancias sea imprevisible (basta la mera imprevisión unida a la no asunción del riesgo consistente en el cambio de circunstancias). Por otro lado, ni en los PECL ni en los Principios Unidroit. -si en cambio en el DCFR- se exige que el cambio de circunstancias que da lugar a la aplicación de las figuras relativas a la alteración sobrevenida de las circunstancias sea extraordinario. Estas tres regulaciones, en comparas con el Tri-requisito Supremo para la aplicación -siempre excepcional- de la cláusula rebus sic stantibus, pueden ayudarnos a entender si el artículo 1213 de la Propuesta de Modernización de Código Civil -en el que sigue exigiéndose la imprevisibilidad (no la mera imprevisión) y la extraordinariedad del cambio de circunstancias- apunta verdaderamente hacia una regla de derecho objetivo plenamente integrada en nuestro sistema de derecho de obligaciones y contratos o si, en realidad, supondría -de aprobarse- una mera regulación de una figura excepcional y extraña -por más que admitida en ocasiones- a nuestro sistema.

Giménez Thomsen, Cristina
Sierra Olivera, Vicenta
Sustainable supply chains: Governance mechanisms to greening suppliers
24th EBEN Annual Conference
Katholieke Universiteit Leuven; European Business Ethics Network (EBEN); Universiteit Antwerpen Antwerp (Belgium), 15/09/2011 - 17/09/2011

One of the key challenges for firms is to manage sustainability along the supply chain, which comprise interdependent units that can influence one another's reputation and performance. To try to manage supply chain sustainability, firms have developed strategies that extend their traditional corporate governance processes beyond the firm boundary to their supply chain partners (Kytile and Ruggie, 2005). The most visible indicator of this extension is the implementation of CSR oriented practices such as suppliers' code of conduct. In 2008, over 90 percent of the world’s largest 250 companies had a supply chain code of conduct (KPMG, 2008). Despite the long history of CSR, SCM thinking and CSR have only begun to be merged in the last 15 years (Maloni and Brown, 2006). Early works focused mainly on the role of purchasing and supply management to improve environmental performance (e.g. Drumwright, 1994; Zsidisin and Hendrick, 1998; Carter et al., 1998; Min and Galle, 1997; Noci, 1997 and Zhu and Geng, 2001). Later, researchers added other CSR dimensions such as safety, working conditions, and ethical issues in purchasing decisions (e.g. Murphy and Poist, 2002; Carter and Jennings, 2002a and Carter and Jennings, 2004a, 2004b) and identified practices in specific industries (e.g. Maloni and Brown, 2006; Andersen and Skjøtt-Larsen, 2008; Park-Poaps and Rees, 2010). However, most of the recent literature on supply chain CSR practices has focused on the governance mechanisms to extend CSR practices to suppliers. One stream of this literature on governance mechanisms covers
the implementation of suppliers' code of conduct or international standards (e.g. Krueger, 2008; Mueller et al., 2009; Preuss, 2009; Van Tulder et al., 2009; Yu, 2008) while others have reconsidered the underlying market governance mechanisms in the light of proposals for more extensive collaboration (e.g. Lim and Phillips, 2008; Park-Poaps and Rees, 2010; Spence and Bourlakis, 2009; Vachon and Klassen, 2008; Vurro et al., 2009). However, very few papers compare the impact of both governance mechanisms on sustainability (e.g. Klassen and Vachon, 2003 and Jiang, 2009a, 2009b). Although the term sustainability integrates social, environmental and economic responsibilities, this paper focuses on the environmental dimension. The main reason for that is that stakeholders are now giving much more importance to environmental issues. For example, in August 2007, the Wall Street Journal reported on the huge pollution problems associated with China's textile and apparel production. "After labor issues, the environment is the new frontier," Daryl Brown, Vice President for Ethics and Compliance at Liz Claiborne Inc., told The Wall Street Journal. "We certainly don't want to be associated with a company that's polluting the waters" (Spencer, 2007). The aim of this paper is to analyze the effectiveness of two different governance mechanisms (i.e. supplier assessment and collaboration with suppliers) to greening suppliers, and therefore, improve the environmental performance of the buying firm. Few papers have compared the impact of both approaches on environmental performance and provided mixed results (e.g. Walton et al., 1998; Theyel, 2001 and Klassen and Vachon, 2003). The contribution of our paper is twofold: Firstly, we provide some clarification regarding the impact of supplier assessment and collaboration on environmental performance, testing a synergistic effect (which has been discussed in some case studies but not tested yet in a bigger sample). Secondly, based on the finding of Krause et al. (2000) for general supplier development strategies, we consider that green supplier assessment acts as enabler of collaborative efforts.
de las actuales, costosas y poco prácticas vías de ejecución. Para dilucidar el alcance de la posibilidad esgrimida, se hace preciso, de antemano, indagar cuál podría ser el fundamento o razón de la tradicional enemiga al pacto comisorio en las garantías. En mi opinión, esta razón de ser se encuentra, básicamente, en el principio de proporcionalidad que se despliega en varios frentes. Tomando como guía aquel principio, cabe intentar responder a la pregunta inicialmente planteada, y eso es lo que me propongo en esta comunicación, cuya tesis fundamental es la admisión del pacto marciano y la enumeración y desarrollo de los requisitos para tal admisión.

Ginés Castellet, Núria
La revisión del contrato injustificadamente desproporcionado en la propuesta de modernización del código civil en materia de obligaciones y contratos: algunas reflexiones a la luz de los principios UNIDROIT y del DCFR
VI Congrés de Dret Civil Català
Universitat Rovira i Virgili
Tarragona, 30/11/2011 - 01/12/2011

El texto de la Propuesta de modernización del Código civil español en materia de obligaciones y contratos incorpora una disposición, la que sería el art. 1.301m sobre la eventual anulación o enmienda de un contrato por el que una de las partes obtiene una ventaja excesiva a través del injusto aprovechamiento de una situación de inferioridad en la negociación (que debe ser alguna de las que son enunciadas en el precepto). Es esta posibilidad de enmienda o revisión del contrato injustificadamente desproporcionado la que se pretende analizar a la luz de lo dispuesto en el DCFR (art. II. 7:207) y en los principios UNIDROIT (art. 3.2.7.). ¿Quién puede solicitarla? ¿Cuándo? ¿A quién corresponde la facultad de revisión? ¿Cuál es el papel reservado a las partes en esa revisión? ¿Bajo qué parámetros debe realizarse? Son estas algunas de las cuestiones que se intentaron responder en la comunicación.

Ibáñez Rodríguez, Alfredo
One factor based exercise strategies for American options in multi-factors models
Ibáñez, A.; Velasco, C.
XIX Finance Forum

Pricing and exercising American equity options in a multi-factor setting is so cumbersome that the approach in practice is based on simple, i.e., reduced, one-factor exercise strategies. Practitioners calibrate the model to the European counterpart, but the early-exercise part is derived from Black-Scholes or from a barrier option, depending only on the stock price. Conventional wisdom dictates that the associated losses are insignificant, a few basis points, but there is not rational behind it. We challenge this view and, in the case of a barrier option, which implies a suboptimal exercise policy, we factorize the associated losses in four terms (moneyness, dividend yield minus interest rates, elasticity of the exercise boundary or maturity, and the state variables dispersion). In the case of Black-Scholes, which introduces model risk, but produces lower pricing errors, these errors depend on the curvature of the boundary. The numerical exercise confirms these two theoretical results and shows significative errors for in-the-money and longer term options, challenging the market practice.

Ringov, Dimo
Biased agents, unbiased organizations: Can organizations mitigate individual biases?
SMS 31st Annual International Conference
Strategic Management Society

Can organizations mitigate the impact of individual biases on organizational decisions? This study investigates whether and how organizational structure and decision making process affect the quality of organizational decisions. Theoretical arguments about the impact of organizational structure and decision process on organizations’ disposition effect - a decision bias that refers to actors’ tendency to sell assets whose prices have increased since purchase, yet hold on to assets that have dropped in value since purchase - are evaluated empirically on a large sample of mutual fund portfolio decisions. The findings suggest that decision making process significantly affects the disposition effect bias in organizational decisions.
Saz-Carranza, Ángel
Longo Martínez, Francisco
The evolution of governance of regulatory network: The case of the European telecommunications regulatory network
European Regulatory Governance: Development and Change
Copenhagen Business School; International Political Science Association (IPSA)
Copenhagen (Denmark), 27/10/2011 - 28/10/2011

Networks are by now popular inter-organizational coordination modes. And we know very little regarding how networks are governed and how their governance evolves through time. Yet, studies point to the fact that the governance of networks is a strong determinant of their performance. This paper addresses the research question how does the governance form of networks evolve in time by empirically studying the European telecommunications regulatory network. We identify a dialectical dynamic triggered by teleological evaluation cycles. The process observed confirms the propositions that predict a formalizing of the governance as the network grows older.

Vives, Luis
Emerging market multinationals: Competing through business models
Kalinowski, M.; Vives, L.
SMS 31st Annual International Conference Strategic Management Society (SMS)

Internationalization by emerging market multinationals has gained momentum in academic research. This paper opens up new possibilities for appreciating the internationalization process of the emerging global players. We contribute to the growing stream of research by exploring the question how the emerging economy multinationals manage their business models as they internationalize. We offer a contingency solution and propose a conceptual framework influenced by two key variables: (1) the internationalization path in terms of leveraging own advantages or acquiring new advantages; (2) the level of institutional difference in terms of entry into emerging or developed markets. We obtain four possible strategies to manage business models while internationalizing. We illustrate the framework using examples of different emerging multinationals. The paper concludes with fruitful avenues for future research.
Other Conferences

Añoveros Terradas, Beatriz
El derecho de sucesiones en el marco del derecho
VI Seminario Derecho de Sucesiones: Fundamentos Jurídicos y Legislación Civil, Común, Autonómica y Europea
Universitat Jaume I. Departament de Dret Públic. Área de Dret Romà

Añoveros Terradas, Beatriz
Consumer protection in private international law
Freie Universität Berlin
Berlin, 21/11/2011

Bartlett Castellà, Enric R.
La crisis sistémica económica y financiera global
Jornada La Crisis Sistémica Económica y Financiera Global
Universitat de Barcelona. Facultat de Dret
Barcelona, 07/10/2011

Cano Giner, Josep Lluís
Representación de la información empresarial
Business Intelligence (BI) y las Nuevas Aplicaciones de Inteligencia Empresarial
PIMEC-SEFES; Iris-Ekamat
Barcelona, 19/10/2011

Cano Giner, Josep Lluís
La industrialización de la información empresarial: inteligencia empresarial
FAE Centro Universitario
Curitiba (Brasil), 27/09/2011

Cano Giner, Josep Lluís
Business intelligence
Jornada per a Emprenedors "Business intelligence"
Fundació IMFE Mas Carandell; Universitat Oberta de Catalunya (UOC); Reus Desenvolupament Econòmic (REDESSA)
Reus, Tarragona, 16/11/2011

Costa Guix, Gerard
Marketing estratégico per a emprendedores en fruticultura
Curs d’Emprenedoria en Fruticultura
Federación de Cooperativas Agrarias de Cataluña (FCAC); Asociación Empresarial de Fruta de Cataluña (AfruCat); Generalitat de Catalunya.
Departament d’Agricultura, Ramaderia, Pesca, Alimentació i Medi Natural
Monells, Girona, 21/12/2011

Dolan, Simon
El valor de la salud y el bienestar en el ambiente corporativo
4º Foro Internacional de Salud Corporativa
Isapre Consalud; Promondo
Santiago de Chile (Chile), 28/09/2011

Dolan, Simon
Managing and coaching by values
44º Encontro Nacional da APG
Associação Portuguesa dos Gestores e Técnicos dos Recursos Humanos (APG)

Dolan, Simon
Estrés, salud individual y salud empresarial: reflexiones para desarrollar una calidad de vida sostenible
Universidad San Sebastián
Santiago de Chile (Chile), 29/09/2011

Saz-Carranza, Ángel
Aportació de la col·laboració publicoprivada a les polítiques de transports i mobilitat: eines de gestió i cicle de maduració
Setmana Europea de la Mobilitat Sostenible i Segura. Market Place Mobilitat
ESADE; Generalitat de Catalunya

Saz-Carranza, Ángel
El diseño de redes reguladoras
IX Cumbre de Reguladores Europeos y Latinoamericanos BEREC - REGULATEL
The Body of European Regulators for Electronic Communications (BEREC); REGULATEL
Barcelona, 23/11/2011
**Arjona Sebastià, César**  
*Transnational law as an excuse: How teaching law without the state makes legal education better*

Social Science Research Network, 10/2011  
SSRN accepted paper series; no. 1940274  
29 p.

The purpose of this essay is to argue in favor of the idea that we should consider transnational law as a legitimate part of legal education, including not only state but also non state forms of normativity. The paper is structured as follows. First, I suggest that in the face of the existing conceptual controversy around the concept of transnational law we should adopt a pragmatic perspective, focusing on the uses we can make of the concept transnational law for legal theory and, in particular, legal education. Then I consider the term transnational law as an instance of legal pluralism, and I briefly review some legal phenomena of contemporary relevance that are non exclusively dependent on the state. Subsequently I analyze the traditional view of state centered positivism, emphasizing the fact that it is unable to cope with legal pluralism. I compare the situation in legal studies with the broader field of social and political theory, showing how the dogma that lawyers hold so dear has been devastatingly criticized in other fields of knowledge. Finally I summarize the reasons why, in my view, the acceptance of transnational law will improve legal education. These reasons have to do both with understanding the world and with making the world a better place.

**Barrull Melcior, Xavier**  
*Dorse López, Antoni*  
*Solutions to the inflation-induced instability in housing markets*

Social Science Research Network, 09/2011  
SSRN working paper series; no. 1930420  
30 p.

We use a model and show how inflation and mortgage loans based on nominal interest rates (NRMs), like FRMs, ARMs or IOs, are a source of instability for housing markets. NRMs allocate risk inappropriately and cause economic tensions due to the tilt effect (Lessard and Modigliani, 1975), the costs to hedge the inflation rates (Lessard and Modigliani, 1975) and the unpredictability of inflation and price levels (Modigliani, 1974). Real Rate Inflation-Indexed Mortgages (RIMs), or mortgage loans that are inflation indexed and bear a reference to real interest rates, allocate risk more appropriately, lessen economic tensions and diminish the markets granted loans range and volatility. RIMs offer a significant advantage over NRMs. In contrast to inflation and nominal interest rates, markets can have reasonable expectations about the long-term trend of real interest rates and the natural interest rate, helping them to shape reasonable house prices and to reduce the negative effects of volatility and uncertainty. It also facilitates the introduction of new financial facilities and regulatory measures that could help to increase market stability. Results do not explain the market reluctance to indexed-loans. A bad assessment of the influence of inflation volatility, mainly in low-inflation countries, the ignorance of the benefits of the long-term trend of real interest rates, the lack of product development and a "Stag hunt game" situation may help to explain it. We finally show how the effects predicted by our model occurred in the US housing market between 1973 and 2009. Results encourage the promotion of RIMs for housing markets.
In March 2011, the Agency for the Cooperation of Energy Regulators (ACER) became fully operational. ACER is the EU body in charge for coordinating the member states' national energy regulatory agencies and deciding on cross-border energy issues. In essence, it is a major instrument for achieving an internal energy market. The first European energy package was adopted in the late 1990s, seeking to liberalize and integrate the European electricity and gas markets. The second and third packages, in 2003 and 2007 respectively, gradually furthered that process. In 2000, the existing European regulatory authorities started cooperating voluntarily through the Council of European Energy Regulators (CEER), an unofficial information-sharing association. The second energy package of 2002, made mandatory the establishment of a National Regulatory Agency (NRA) for those EU countries lacking one. The NRA had to become a member of the European Regulators' Group for Electricity and Gas (ERGEG), which was set up as the official consultative EU body. ERGEG and CEER cooperated closely. The second package included mandatory unbundling and created the figure of the Transmission System Operator (TSO): companies that own and operate networks, which are key in the functioning of the market. For the cross border connections, cooperation among TSOs became fundamental. The third Energy package formalized the European Networks of TSOs (ENTSO-E2 for Electricity and ENTSO-G3). The third energy package also created the Agency for the Cooperation of Energy Regulators (ACER), which substituted ERGEG and enjoyed greater powers and clearer competencies. When defining and agreeing on ACER, most of the discussion related to the balance of power between the two ENTSOs and the agency. CEER continues in operation.

The result of the general elections of July 3rd 2011 marked the start of a period of hope for Thailand. But deep wounds still remain unhealed. The Thai population will remain divided for some time yet to come. Yingluck Shinawatra will give priority to national reconciliation by promoting dialogue and cooperation with the king and the military. But this will take time. Thailand needs to achieve a great national agreement between the Crown, the army and political parties. Only then can trust be regained both inside Thailand and internationally.

In this article I address the issue of how Public Administrations should develop within the new paradigm of multi-level governance. To this end, I chronologically describe the development of the various models of governance since the late 19th century to the present and how we have reached the current interpretation of Multi-Level Governance (MLG). In doing so, I shall follow Agranoff’s scheme. I then discuss the main MLG dysfunctions found in the present socio-economic and political context. Last, I put forward an approach for advancing multi-centric governance.

An understanding of the values that China brings to the world, as well as an understanding of how China thinks and operates is essential for establishing new models of global government and anticipating Chinese foreign policy. This is a process of cultural hybridisation in which the Western powers, international organisations, and China will influence each other during the creation of a new global political culture.
Cano Giner, Josep Lluís
Caso BITA (Grupo AGBAR)
Cano Giner, J. L.; Rodríguez Donaire, S.
Barcelona: ESADE, 10/2011
23 p.

The BITA case presents the use of a knowledge portal by a private company, namely Grupo Agbar (Aguas de Barcelona). The project was devised by Fundación Agbar and was subsequently taken over by CETaqua (Water Technology Center). This case seeks to justify the viability and future of a knowledge portal; the BITA project (Water Technological Information Bank). Several updates have been put into effect in the course of the portal project, making it possible to cover the Group's staff's needs, along with those of its various businesses, but the project has essentially specialised in the water and sanitation sector. The initial goal of the BITA portal was to unify information from various libraries in the Agbar group. Its protagonists, the team led by Pedro García and María Pi, were faced with the question that they had been given by the Group’s CEO and Managing Director, Ángel Simon, who, while reviewing the budgets for 2009, had found an allocation of €600,000 corresponding to the maintenance of the BITA portal. Pedro and María have to justify the budget to ensure the portal’s viability and future.

Cano Giner, Josep Lluís
Bisbe Viñas, Josep
MIS America (Grupo Santander)
Barcelona: ESADE, 12/2011
27 p.

A mediados de 2003, el área de Control de Gestión del Grupo Santander había iniciado el proyecto MIS América; el proyecto se enmarcaba dentro de una iniciativa global de buscar la homogeneización de los sistemas de medición de los resultados de las distintas unidades de negocio en América. Se había decidido que el proyecto comenzara en Chile para, posteriormente, extenderlo a toda América. La iniciativa llevaba un significativo retraso y, además, se habían producido cambios organizativos que parecía que todavía la complicaban más. El equipo de Jesús Cepeda, director del área de Control de Gestión de Negocios del Grupo Santander, debía decidir qué hacer.

Ramis Pujol, Juan
Dröge, Henning
Innovation at BBVA
Bedforshire (U.K.): European Case Clearing House (ECCH), 10/2011
26 p.

Historia de innovación del BBVA a través de varias experiencias en el lanzamiento de nuevos servicios. Seis proyectos fueron seleccionados y se describen desde diferentes perspectivas con el fin de mostrar como los nuevos servicios se desarrollan y como se llevó a cabo la gestión de proyecto. Es un caso que se adapta bien para estudiantes de MBA en las fases finales de un curso de innovación puesto que sirve para tocar una multitud de aspectos que se habrán desarrollado durante el curso.
Chesbrough, Henry
Vanhaverbeke, Wim
Open innovation and public policy in Europe
Chesbrough, H.; Vanhaverbeke, W.; Bakici, T.
López Vega, H. N.
36 p.

Industrial innovation processes are becoming more open. The large, vertically integrated R&D laboratory systems of the 20th century are giving way to more vertically disintegrated networks of innovation that connect numerous companies into ecosystems. Since innovation policy ultimately rests on the activities and initiatives of the private sector, it is vital that policy follows this evolution.
This dissertation focuses on a particular mentality found often in the quantitative and technical professions. It is one of mathematically minded individuals (Toulmin, 2001), with a fairly closed mentality, who sometimes struggle in dealing with the more ambiguous and uncertain reality of today’s organizations. These individuals, referred to as Quants in this analysis, are usually obsessed with objectivity and prediction (Porter, 1985) and form part of a particular strong culture (Kunda, 2002) usually within Quantitative disciplines, but can also be found in all types of professions. The study takes a professional identity development approach to looking at this subject using narratives as the form of analysis. The objective is to study the narratives of the individuals in each case using ethnographic and open-interview methods so as to understand how the professional sometimes struggle to “keep their narratives going” (Giddens, 1991) and use identity work techniques (Ibarra, 1999, Pratt, 2006) to resolve tensions. The Four cases of Quants in the study show four prototypes of professional identity transformation and how each individual reacts differently in each case with the subsequent different effects on the individual mentalities. Much of the study takes part during the Economic crisis of 2008 and in one case the affects of this Crisis on the individual’s identity transformation is quite dramatic. While this study has not focused on the Economic Crisis of 2008, it does focus on a mentality which was very prevalent during the Crisis, and influenced it to some extent, that of individuals who seek to predict social outcomes, reduce uncertainty to risk calculations, argue that markets are self correcting and believe that the more information the more certainty (Blyth, 2010, Taleb, 2007, Fox, 2009).

Hildebrand, Dagmar
Sauquet Rovira, Alfons (dir.)
Trullén Fernández, Jordi (dir.)
Shared leadership and team learning: The story of three project teams
Universitat Ramón Llull. ESADE
24/10/2011

Today’s organizations are forced to establish sustainable competitive advantages in order to outpace the global market. Successful innovations have been broadly considered a vital basis for the generation of competitive advantage (Dodgson et al., 2005). Such innovations are typically generated by teams (Brown & Eisenhardt, 1995). Leading an innovation team has been identified as one of the key success factors for innovation projects (Amabile & Khaire, 2008). Leadership does not only impact on hard performance indicators such as project innovativeness but is also shown to enhance a team’s attitude, perceptions and beliefs (Gordon & Yukl, 2002). Particularly, effective team leaders are those engaging in activities directed at the substance of the team’s task, relations and change (Yukl, 2010) which, in turn, facilitate group processes and are shown to positively impact diverse performance outcomes (Burke et al., 2006). As leadership is directed at influencing team processes in terms of building up social conditions, framing the team’s tasks and opening team members’ minds for something new (Yukl, 2010), it is interesting to study a team process which is based on the conditions created by leadership activities. Team learning, here defined as the interplay of reflection and action (Edmondson, 2002), is a process which requires personal interactions as well as a frame of the team’s task. Additionally, team learning is much enhanced when someone in the team is pushing the team to look outside its boundaries or challenging the status quo. Not only the required conditions for learning generated through leadership highlight the reason for studying these two concepts, but also the fact that leadership as an input factor and team learning as a group process are both critical antecedent conditions for team innovativeness (Amabile et al., 2004; Wong, 2004). Since team learning is especially important for teams engaging in creative non-routine tasks (Edmondson, 1999), I have focused on shared leadership in this PhD project because this leadership approach is especially suitable for teams in charge of creative, complex and non-routine tasks (Pearce, 2004). In contrast to vertical leadership, in shared leadership the team including the project leader is engaged in leadership (Carson et al., 2007; Pearce, 2004). This PhD project is a first step towards building up this theory by focusing on the role of shared leadership in team learning. I have presented data from an observatory study on shared leadership and learning process in three project teams. By observing and interviewing those teams, the following findings emerged from the data: Firstly, by researching interrelations between each of the three leadership substances and team learning, I provide in-depth knowledge, in particular concerning the link between the task and change substance affecting reflection and action as these links have not studied been before (Edmondson et al., 2008): Relations and change substance primarily supported the reflection part of learning, whereas the task substance of leadership basically enhanced the action part of learning. Secondly, not only have I studied these three leadership categories on team learning individually, but I have also provided insights into the complementary character of these three leadership substances as regards team learning. Empirical findings have shown that in order to engage in successful learning cycles of reflection and action, a team needs to engage in leadership activities of task, relations and change.
The purpose of this thesis is to explore and describe what changes are necessary in the management of business schools in order for them to become socially responsible institutions, and how can the needed process of change be implemented. The thesis upholds that education in responsible business does not depend exclusively on curriculum, but should expand its scope to involve the entire institution towards the objective of educating students for becoming responsible and ethical business leaders. Consequently, a model is proposed for the transformation of a business school into a socially responsible institution. The thesis is paper-based, and comprises eight academic contributions; the first one consists in a literature review on Corporate Social Responsibility which reveals the profusion of related definitions, theories, approaches, and their development. The second paper contributes to the significance and better understanding of University Social Responsibility through a literature review of its origins and evolution. A following article, Socially Responsible Business Schools: Collective stakeholders’ voices demand urgent actions, addresses key stakeholders’ arguments that provide deans with plenty of criteria for change, and stresses the insufficiency of AACSB’s accreditation requirements to improve business ethics and social responsibility education. The conclusions of this article prompted a Virtuous circle for socially responsible business schools, which is constructed with PRME, the leading accreditation bodies, and the Beyond Grey Pinstripes (BGP) ranking for synergistically impelling the transformation of business schools. Inasmuch as the BGP survey and its Global 100 ranking form part of the proposed virtuous circle, a following article, Assessing what it takes to earn a Beyond Grey Pinstripes Ranking, addresses its significance and methodology, since it is the only one that focuses on the curricula and research content of ethics, social responsibility, and sustainability in MBA programmes. The need for the transformation of business schools is thus confirmed, and with this conviction in mind, a paper on A strategic change at business schools towards business ethics, social responsibility, and sustainability education ensued. The next article was co-authored on Responsible business education: Not a question of curriculum but a raison d’être, which stresses the importance of developing an identity in business schools in relation to ethics and social responsibility. Finally, the contributions of this thesis culminate in a proposal of A model for the transformation of business schools into socially responsible institutions, which centres people as the ultimate reason of all school activity, directing all policies and strategies towards a responsible management in which the dimensions of ethics, social responsibility, and sustainability are embedded and integrated in all aspects of the organisation.

Sanabria Montañez, José Antonio
Agell Jané, Núria (dir.)
Sayeras Maspera, Josep (dir.)
A contribution to exchange rate forecasting based on machine learning techniques
Universitat Ramon Llull. ESADE
17/10/2011

The purpose of this thesis is to examine the contribution made by machine learning techniques on exchange rate forecasting. Such contributions are facilitated and enhanced by the use of fundamental economic variables, technical indicators and business and consumer survey variables as inputs in the forecasting models selected. This research has been organized in a compendium of four articles. The aim of each of these four articles is to contribute to advance our knowledge on the effects and means by which the use of fundamental economic variables, technical indicators, business and consumer surveys, and a model’s free-parameters selection is capable of improving exchange rate predictions. Through the use of a non-linear forecasting technique, one research paper examines the effect of fundamental economic variables and a model’s parameters selection on exchange rate forecasts, whereas the other three articles concentrate on the effect of technical indicators, a model’s parameters selection and business and consumer surveys variables on exchange rate forecasting. The first paper of this thesis has the objective of examining fundamental economic variables and a forecasting model’s parameters in an effort to understand the possible advantages or disadvantages these variables may bring to the exchange rate predictions in terms of forecasting performance and accuracy. The second paper of this thesis analyses how the combination of moving averages, business and consumer surveys and a forecasting model’s parameters improves exchange rate predictions. Compared to the first paper, this second paper adds moving averages and business and consumer surveys variables as inputs to the forecasting model, and disregards the use of fundamental economic variables. One of the goals of this paper is to determine the possible effects of business and consumer surveys on exchange rates. The third paper of this thesis has the same objectives as the second paper, but its analysis is expanded by taking into account the exchange rates of 7 countries. The fourth paper in this thesis takes a similar approach as the second and third papers, but makes use of a single technical indicator. In general, this thesis focuses on the improvement of exchange rate predictions through the use of support vector machines. A combination of variables and a model’s parameters selection enhances the way to achieve this purpose.
Chesbrough, Henry
Vanhaverbeke, Wim
Bakici, Tuba
López Vega, Henry Nelson
Open innovation and public policy in Europe
36 p.

Di Lorenzo, Francesco
Parada Balderrama, Pedro
Aspirations, performance and changes in partnering behavior: Evidence from the pharmaceutical industry 1990-2006
Di Lorenzo, F.; Almeida, O.; Parada, P.
SMS 31st Annual International Conference
Strategic Management Society (SMS)

Ysa Figueras, Tamyko
Esteve Laporta, Marc
Assessing public networks: Proposal for a new unit of analysis
In New steering concepts in public management
S. Van de Walle & S. Groeneveld (eds.)
Bingley (U.K.): Emerald, 10/2011
p. 41-56

Hennchen, Esther
Corporate political responsibility: The case of Royal Dutch Shell in Nigeria
EBEN 24th Annual Conference
European Business Ethics Network (EBEN)
Antwerp (Belgium), 14/09/2011 - 17/09/2011
EABIS 10th Annual Colloquium 2011. A new era of development: the changing role & responsibilities of business in developing countries
European Academy of Business in Society (EABIS)
Fontainebleau (France), 26/10/2011 - 28/10/2011
1st Workshop on Business Ethics
European Institute for Advanced Studies in Management (EIASM)

Royal Dutch Shell has started to assume social and political responsibilities that go beyond legal requirements and fill the regulatory vacuum in global governance and a public responsibility gap in Nigeria. Which implications does this engagement have for the firm, governance and democracy? We explore along Scherer and Palazzo's (Scherer & Palazzo, 2011) new societal frame of reference the implications of Shell's politicized role in a context where a regulatory governance framework is missing at the local and the global level. By drawing on public sources and in-depth interviews we suggest that 'political CSR' - extended model of governance with business firms contributing to global regulation and providing public goods - is a reality for Shell at the local and global level. Our findings reveal a rather mixed picture, which questions the company's moral legitimacy, self-regulation, and deliberative approach and suggests a potential extension of Scherer and Palazzo's framework beyond a simple dichotomy. We contribute to the literature on global governance and corporate governance in Africa whilst creating an understanding of the political embeddedness of Shell's CSR agenda in the institutional framework and power relationships. The extent to which Shell's CSR agenda is limited by the reach of workable regulation (Rodrick, 2011) also invites to theorize on the role of the state in global governance in particular and market-based initiatives within the neoliberal framework in general.
Ilipinar, Gürsel
Montaña Matosas, Jordi
Spender, John-Christopher
Design thinking in the postmodern organization
Ilipinar, G.; Johnston, W.; Montaña, J.; Spender, J.-C.; Truex, D.
China-USA Business Review
David Publishing Company
Vol. 10, no. 11, 11/2011, p. 1203-1212

Kalafatoglu, Tugba
The spread of culture under the umbrella of globalization
In Globalization and the digital divide
K. St. Amant & B. Olaniran (eds.)
London: Cambria Press, 10/2011
p. 37-57
This book examines globalization and its effects from the perspective of how differences in access to online communication technologies between the economically developed countries and less economically developed countries is affecting social, economic, educational, and political developments in the world’s emerging economies. This collection also examines how this situation is creating a global digital divide that will have adverse consequences for all nations. Each of the book’s chapters thus presents trends and ideas related to the global digital divide between economically developed countries and less economically developed nations. Through this approach, the contributors present perspectives from the economically developing nations themselves versus other texts that explore this topic from the perspective of economically developed countries. In this way, the book provides a new and an important perspective to the growing literature on the global digital divide. This chapter aims to avoid the problem of overgeneralization and to make the analytical and practical distinctions between aspects of economic, political, and social life easier to identify and comprehend. In essence, understanding culture is necessary to success in the modern environment of globalization.

Kalinowski, Margarete
Vives, Luis
Emerging market multinationals: Competing through business models
SMS 31st Annual International Conference
Strategic Management Society (SMS)

Lee, Melissa
Almirall Mezquita, Esteve
Wareham, Jonathan
Mechanisms of innovation in smart cities
eChallenges 2011
Florence (Italy), 26/10/2011 - 28/10/2011

Mannen, Delia
The responsible leader’s servant role
54th Annual Meeting of the Midwest Academy of Management
Midwest Academy of Management (AOM)
Omaha, Neb. (U.S.), 20/10/2011 - 22/10/2011
In the advent of uncertain times and corporate scandals, responsible leadership answers the call for a normative and ethical approach to fostering communication and building relationships with multiple stakeholders for the benefit of the organization being led and for society as a whole. Responsible leaders accomplish this by taking on the roles of a steward, citizen, visionary, and that of the servant. In scholarly research, these roles have been studied from the leadership perspective. What remains to be theoretically supported and empirically validated is the followership influence of stakeholders on the responsible leader. In accordance with this dimension, we dissect the responsible leader’s servant role, analyze the ways in which the servant role has been influenced by servant leadership, and begin to theorize the bidirectional influence of the responsible leader and multiple stakeholders. We find the influence of stakeholders, as followers, on a responsible leader is maximized when the web of stakeholder involvement and interaction is highly connected. It is theorized that new possibilities for sustainable value creation and responsible change emerge from connections and conversation among stakeholders that yield collective intelligence.
Mannen, Delia
Sustainable organizing a multi-paradigm perspective of organizational development and permaculture gardening
54th Annual Meeting of the Midwest Academy of Management
Midwest Academy of Management (AOM)
Omaha, Neb. (U.S.), 20/10/2011 - 22/10/2011

As organizations seek survival, there is an increased focus on principles that lead to sustainability. Discourse on organizations has transcended adaptation, presented in contingency theory, and moved onto growth, resilience, and flourishing. The theory of sustainable organizing, presented in this paper, supports organizational flourishing and yields positive outcomes for a system of organizations. A 120-day action research case is featured. The findings of the case suggest that the application of permaculture gardening techniques, applied to human systems, will yield sustainable organizing which renders a thriving and resilient organizational ecosystem.

Losada Marrodán, Carlos
Martell Sotomayor, Janette
Lozano Soler, Josep M.
Responsible business education: not a question of curriculum but a raison d'etre for business schools
In Business schools and their contribution to society
M. Morsing & A. Sauquet Rovira (eds.)
London: Sage, 10/2011
p. 163-174

Murphy, Brian Matthew
Arenas Vives, Daniel
Through indigenous lenses: Cross-sector collaborations with fringe stakeholders
Journal of Business Ethics
(2010 IF= 1.125; BW20; FT TOP45)
Springer
Vol. 94, Supplement 1, 07/2010, p. 103-121

Arenas Vives, Daniel
Fosse, Jeremie
Murphy, Brian Matthew
Acciona: A process of transformation towards sustainability
Journal of Management Development
Emerald
Vol. 30, no. 10, 10/2011, p. 1027-1048

Scarlata, Maria Rosa Giovana
Alemany Gil, Luisa
Deal Structuring in philanthropic venture capital investments: Financing instrument, valuation and covenants
Journal of Business Ethics
(2010 IF= 1.125; BW20; FT TOP45)
Springer
Vol. 95, Supplement 2, 09/2010, p. 121-145
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  Proyecto: La gestión de la interoperabilidad en gobierno electrónico en las administraciones públicas catalanas
  IP: T. Ysa
  Otros investigadores: M. Gascó, F. Longo
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Has been elected, after a double round process of open elections, Member of the Executive Committee of the European Marketing Academy (EMAC). At present, the Academy has over 1,000 members from more than 57 different countries in all five continents. Moreover, he has also been elected National Representative of EMAC for Spain. He will hold these two positions for a three years period time.
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