On 4th July 2012, the European Organisation for Nuclear Research, commonly called CERN, announced what has been called the greatest scientific discovery of the last 50 years. CERN scientists publicised evidence supporting the existence of the Higgs boson, an unverified element of the Standard Model of elementary particle physics that endows the other elementary particles mass when interacting with the Higgs field. The existence of the Higgs field was first theorised in 1964, and it is almost 50 years later with the Large Hadron Collider at CERN that scientists have been able to generate energy levels sufficiently high enough to make verification feasible. CERN has not observed the boson directly. What they have detected is the existence of an ‘energy bump’ in the range of 25–127 GeV/c, whose behaviour so far has been ‘consistent with’ a Higgs boson. The Higgs boson decays so rapidly into other elementary particles that it cannot be registered directly by the detector that needs to keep some 30 centimetres distance from the very high levels of energy generated by the collisions. Hence, like so many things in science, evidence must be inferred and cannot always be observed directly.

Despite its massive success, particle physics remains controversial philosophically. The standard model physics has demonstrated greater predictive accuracy than any other human construct we know of. For example, physicist Gerald Gabrielse has predicted and measured the magnetic moment of an electron with 13 digits of accuracy, considered one of the most successful examples of prediction-verification in science [1]. Where particle physics remains controversial is the increasingly vast distance between its theoretical constructs and human intuition. Physicist Richard Feynman illustrated the problem with the following allegory [2]. The ancient Mayan astronomers developed a system of mathematics, long tables of bars and dots, which enabled them to predict the movements of the moon and planets accurately. It was a theory in the utilitarian sense; a mechanical set of rules that produced accurate results, but with little intuitive insight into what the moon actually is. If a younger Mayan astronomer offered a new theory of the moon, explained as a large ball of rock moving under the same forces that pull rocks to the earth, perhaps it might enable new, more accurate ways to calculate the motions of the heavenly bodies. “Yes”, an older astronomer may counter, “but can it actually predict eclipses?” The younger astronomer may reply, “No, not yet. The theory is not that far developed.” Then the older astronomer says, “Well, we can calculate eclipses more accurately, so you should not waste time on your falling rock idea.” Here, the common questions of which theory is ‘right or wrong’, ‘true or false’, or ‘better or worse’ become somehow skewed, if not altogether meaningless. As mentioned, these tensions are becoming increasingly manifest in modern physics today. When I wrote to a colleague at CERN to congratulate him on the announcement shortly after 4th July, he replied, “Thank you…but yes...we now have to figure out what this ‘energy bump’ actually is.” For many philosophers, scientific theories are strictly artefacts of human cognition, and are therefore replete with the same flaws, limits and contradictions as the greater human condition. And for many, it is precisely these flaws and contradictions that make the scientific endeavour ever so fascinating.


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Access to the electronic edition of this Research Bulletin and the archive of previous bulletins is available through the ESADE Intranet (http://myesade.esade.edu/en/pas/sic/Pages/Bolet%cc%81n-de-investigaci%cc%81n.aspx).
ARTICLES IN REFEREEED JOURNALS (PEER-REVIEWED PUBLICATIONS)

Almeida, Paul
Hohberger, Jan
Parada Balderrama, Pedro

Individual scientific collaborations and firm-level innovation
*Industrial and Corporate Change* (2011 IF=1.372)
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.

Ansoetegui Olcoz, Carmen
Bassiouny Mohamed, Aliaa Ibrahim Elsayed

The Law of one price in global depository receipts. Empirical evidence from cross-listed Egyptian equities
Ansotegui Olcoz, C.; Bassiouny Mohamed, A. I.; Tooma, E.
*Middle Eastern Finance and Economics*
Eurojournals Publishing
No. 17, Jul 2012, p. 33-34

This paper tests whether the law of one price holds for Egyptian stocks listed on the Egyptian Stock Exchange and foreign cross-listed as Global Depository Receipts (GDRs) on the London Stock Exchange. We also examine the effect of two variables on price parity: the different trading week between Egypt and London; as well as the change in foreign exchange rate regime. The study finds significant price deviations from parity between Egyptian GDRs and their underlying stock, which is unexplained by the different trading weekdays or the exchange rate regimes. Despite the violation of price parity, we find that the return distribution of the Egyptian GDRs and their underlying stocks are identical. We discuss the reasons for the violation of the law of one price in our sample and why the violation cannot be considered as forgone arbitrage opportunities.

Añoveros Terradas, Beatriz

Los pactos prematrimoniales en previsión ruptura en el Derecho internacional privado
*Anuario Español de Derecho Internacional Privado*
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 previsión 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 previsión 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.
Arcalean, Calin
Schiopu, Ioana
Growth effects of spatial redistribution policies
Arcalean, C.; Glomm, G.; Schiopu, I.
Journal of Economic Dynamics & Control
(2011 IF=0.855)
Elsevier
Vol. 36, no. 7, 07/2012, p. 988-1008

Regional income disparities have increased in many European countries recently, even as national and supra-national policy instruments were created to correct them. To explain these evolutions, we develop a two-region, two-sector model with migration and public investment in infrastructure and education. Accumulation and creation of new ideas and technologies as well as migration are at the core of differential regional growth. In this framework, we assess the effectiveness of structural funds, modeled on the EU policy. In a numerical example calibrated to Portugal, we find that, to diminish the initial gap in income per capita, the backward region needs to receive over 8% of its own GDP in structural funds, while the actual disbursements were around 4%. We also find that maximizing innovation in the backward region conflicts in the short run with the goal of maximizing its income per capita. Moreover, the rich region has an incentive to bias the allocation of structural funds towards human capital formation.

Castiñeira Jerez, Jorge
En torno al artículo 172.3 Ley Concursal: sobre la naturaleza de la responsabilidad de los administradores o liquidadores por deudas de la sociedad concursada
Revista Electrónica de Pensamiento, Economía y Sociedad (REPES)
Instituto Virtual de Ciencias Humanas (IVCH)
Vol. 11, No. Octubre-noviembre 2011, p. 6-34

En el presente trabajo se analiza, a través de la jurisprudencia de la sección 28 de la Audiencia Provincial de Madrid y de la sección 15 de la Audiencia Provincial de Barcelona, si la responsabilidad de los administradores y liquidadores por deudas de la sociedad concursada regulada en el artículo 172.3 de la Ley 22/2003, de 9 de julio, Concursal (LC) es una responsabilidad de tipo objetiva o ex lege. El análisis jurisprudencial revela que la determinación de la naturaleza de la responsabilidad de los administradores por las deudas que no puedan satisfacerse con cargo a la masa activa de la sociedad concursada precisa de otros elementos, además de la interpretación del tenor literal del referido artículo 172 LC, para resolver el problema. En particular, y con ello concluye el estudio, se analiza si resulta necesario que se investigue si la responsabilidad por deudas es verdadera responsabilidad por daños y perjuicios y, ya sea esta objetiva o subjetiva, cuáles son los elementos mínimos indispensables que deben estar presentes para el nacimiento de tal responsabilidad, entre los que se encuentra, aunque parece que no siempre se exige, el nexo causal entre la infracción de los deberes propios del administrador y el daño causado a la sociedad concursada e, indirectamente, a sus acreedores.

Duplá Marín, Teresa
Domínguez Tristán, Paula
Evaluación de la competencia "Aplicar los conocimientos para lograr resultados (Nivel I)"
en el primer curso de grado en Derecho
Revista de Educación y Derecho
Universitat de Barcelona (UB)
No. 5, 10/2011, p. 1-13

Uno de los temas que merece ser objeto de reflexión en el nuevo marco docente diseñado en España como consecuencia de la convergencia hacia el Espacio Europeo de Educación Superior es el de la evaluación, pues ésta adquiere una nueva dimensión al colocarse el estudiante en el centro del proceso de aprendizaje y al aplicarse un enfoque basado en competencias y, por ello, se hace necesario replantearse su naturaleza y el diseño de todos los elementos estructurales que la configuran. El objeto de nuestro trabajo se circunscribe a la evaluación de una competencia determinada en el primer curso de grado en Derecho y a la experiencia adquirida en distintas universidades, públicas y privadas, en los primeros años de su aplicación; centrándonos, en concreto, en el caso práctico semipresencial (trabajo colaborativo) como actividad decisiva para el aprendizaje de la competencia asignada a nuestra disciplina y proce-dimiento óptimo para evaluar su adquisición.
Fluvià Font, Modest
Salo Mayolas, Albert
Precios implícitos de los atributos de los productos turísticos: ¿qué esconde el efecto de la localización?
Fluvià Font, M.; Rigall Torrent, R.; Garriga, A.; Espinet Rius, J.M.; Salo Mayolas, A.
Estudios de Economía Aplicada
ASEPELT
Vol. 29, no. 3, 12/2011, p. 781-802
Diferentes estudios han descompuesto los precios de los productos turísticos en los precios implícitos de sus atributos (categoría y servicios ofrecidos), localización y periodo del año. En estos estudios habitualmente la localización se considera como un indicador residual del entorno del producto turístico, esto es, un indicador no explicado por el modelo y que incluye varios elementos. Este artículo profundiza en el análisis de aquellos factores que, de acuerdo con estudios previos, pueden estar incluidos dentro de la variable “localización” como, por ejemplo, activos naturales; oferta cultural, gastronómica y deportiva; o bienes y servicios públicos.

Giménez Thomsen, Cristina
Supply chain integration and performance: The moderating effect of supply complexity
Giménez Thomsen, C.; Van der Vaart, T.; Van Donk, D. P.
International Journal of Operations & Production Management
(IF 2011= 1.127)
Emerald
Vol. 32, no. 5, 05/2012, p. 583-610
The purpose of this paper is to investigate the effectiveness of supply chain integration in different contexts. More specifically, it aims to show that supply chain integration is only effective in buyer-supplier relationships characterised by high supply complexity. Methodology: A survey-based research design is developed to measure different dimensions or aspects of supply chain integration and supply complexity. Data were collected among manufacturers in The Netherlands and Spain. This research shows that supply chain integration increases performance if supply complexity is high, while a very limited or no influence of supply chain integration can be detected in case of low supply complexity. The results also show that in high supply complexity environments the use of structured communication means to achieve supply chain integration has a negative effect on cost performance. The limited sample size prohibits estimating and testing of more comprehensive models of the relationship between supply chain integration and performance. Specifically, the authors were not able to further investigate how different supply chain integration dimensions are inter-related and mutually reinforce one another to improve performance. The main managerial lesson is that, in contrast to what has been written in many books and other popular publications, high levels of supply chain integration are only necessary in environments characterised by high supply complexity. This study helps to better understand context in supply chain management research. Specifically, it investigates the moderating effect of supply complexity on the integration-performance relationship, a topic suggested by Bozarth et al. as a line for further research.

Giménez Thomsen, Cristina
Extending sustainability to suppliers: A systematic literature review
Giménez Thomsen, C.; Mendonça Tachizawa, E.
Supply Chain Management: An International Journal
(IF 2011= 1.535)
Emerald
Vol. 17, no. 5, 08/2012, p. 531-543
To make their supply chains more socially responsible, many companies are implementing supplier assessment tools and collaborative practices. The aim of this paper is to provide a systematic literature review on the governance structures used to extend sustainability to suppliers. More specifically, we aim to answer two questions: (1) What is the impact of these mechanisms or governance structures on sustainable performance? (2) What are the enablers of these mechanisms? A structured literature review that analyses published studies, evaluates contributions, summarises knowledge and identifies managerial implications and lines for further research. Both assessment and collaboration have a positive impact on environmental performance and corporate social responsibility, although the most recent collaborative paradigm stresses
that assessment alone is not enough. Some enablers of these practices are identified. Although we believe that the right search terms have been used, the choice of these terms could be a limitation of this study. Also, the selection of the articles could be considered subjective, although the papers were reviewed by two researchers. Practical implications: Supplier assessment and collaboration are effective in improving sustainability. However, the results also indicate that assessment alone is not enough. Firms also need to adopt a collaborative approach. Finally, a list of enablers to implement these practices is provided. To summarise knowledge related to the impact of supplier assessment and collaboration on sustainability, and to describe the enablers of such initiatives, providing some managerial implications and lines for further research.

Giménez Thomsen, Cristina
Sierra Olivera, Vicenta
Modelling the integration-performance relationship: Collaborative practices, enablers and contextual factors
Van Donk, D.P.; Van der Vaart, T.; Giménez Thomsen, C.; Sierra Olivera, V.
International Journal of Operations & Production Management
(IF 2011= 1.127)
Emerald
Vol. 32, no. 9, 08/2012, p. 1043-1074

The objective of this paper is to investigate the impact of different dimensions of supply chain integration on performance, while considering both, the interconnections between these supply chain integration dimensions and the effect of context. Specifically, we investigate the relationship between two enablers (communication infrastructure and cooperative behaviour) and two practices (planning information and joint improvement), and the moderating effect of supply complexity on their relationship with performance. A survey among 145 Dutch and Spanish manufacturers is used to gather data on the buyer-supplier relationship. Both the sample and two subsamples (for high and low supply complexity) are analysed using SmartPLS. The paper finds that two dimensions (communication infrastructure and cooperative behaviour) enable the two collaborative practices: joint improvement and planning information. All mentioned supply chain integration dimensions, except joint improvement are related to performance, but specifically if the supply complexity is high. Among these dimensions the effect of cooperative behaviour is relatively high. Research implications: Future research should investigate the adverse direct and indirect effects of communication infrastructure on performance. Further research is needed to find the critical value for making joint improvement effective, along with further investigating the role of cooperative behaviour. Managers need to understand that different dimensions interact and have both direct and indirect effects. Moreover, the effect of supply chain integration depends on the level of supply complexity. This paper adds to our understanding of how contingencies influence the supply chain. It is the first paper that investigates the moderating effect of the complexity of the process of delivery (supply complexity) on the effectiveness of supply chain integration practices.

Giménez Thomsen, Cristina
Wiengarten, Frank
Assessing the effect of industry clockspeed on the supply chain management practice-performance relationship
Chavez Clavijo, R.; Fynes, B.; Giménez Thomsen, C.; Wiengarten, F.
Supply Chain Management: An International Journal
(IF 2011= 1.535)
Emerald
Vol. 17, no. 3, 04/2012, p. 235-248

The purpose of this research is to examine the effect of industry clockspeed on the relationship between Supply Chain Management (SCM) practices, from both upstream and downstream sides of the supply chain, and SCM performance. The study is based on a questionnaire sent to manufacturing companies in the Republic of Ireland. The relationships between the constructs is analysed through regression analysis. The results suggest that the relationship between SCM practices and SCM performance is not monotonic across varying levels of industry clockspeed. Although mixed support was found for the hypothesized relationships, this research contributes considerably to the theoretical development of the contingency view in the SCM literature. Managers should be aware that the rate of change in their industries can affect the way SCM practices across the supply chain impact on SCM performance. The literature review has shown that empirical studies that address the relationship between SCM practices and SCM performance provide mixed results. One possible explanation lies in the contingency theory. This paper contributes to the theoretical development of the contingency view in the SCM literature by showing that industry clockspeed affects the way SCM practices impact on SCM performance.
This article provides a review of key literature in the field of culture, values and family business by addressing three key questions. First, what is culture in a family business context and how can it be defined and conceptualized? Second, what can culture do for the family business? And third, which factors or attributes shape culture in family business? The article presents several suggestions for future research and previews the four articles included in the special issue on culture and values in family businesses.

Purpose - The objective of this article is to understand how to optimize partnerships between the public and business sectors. A reference group influence model helps identify which kinds of public services are best suited to this type of collaboration. Design/methodology/approach - Consumer data were collected in two stages using surveys. Data were analyzed using two-sided paired t-tests and a mixed factorial MANOVA. The model is validated in the two largest Hispanic consumer markets - Mexico and Spain. Findings - Reference group influence has a greater impact on brand decisions for publicly consumed public services, and on service decisions for public services for which consumers pay extra. Reference group influence varies between contexts/countries. Research limitations/implications - Despite the economic, development and cultural differences between Mexico and Spain, countries with even greater differences, or additional countries, could have been included in the study. Although commonly accepted for theory testing and reference group research, the use of a student sample during the second stage of this study limits the extendibility and generalization of the results. Originality/value - Decision-making shortcuts have been studied for years by behavioral scientists. However, to our knowledge no research has explored how reference group influence affects public service consumption, and this understanding leads to the optimization of public-private collaborations.

This guest editorial paper introduces the selected papers for this Special Issue of the Special Interest Group on Brand, Identity, and Corporate Reputation of the Academy of Marketing. Altogether these articles present a broad outlook on emerging and developing ideas about product, place and corporate branding. They offer opportunities for future research in a number of areas and highlight the role and relevance of theoretical ideas as a powerful lens to address the many challenges in the field of branding. With this volume we hope to have filled the need to provoke new ideas and open up a growing area of discourse. In conclusion, we are most grateful to numerous colleagues who acted as reviewers for their contributions and support throughout the process of compiling this special issue.
Design thinking in the postmodern organization
Ilipinar, G.; Johnston, W.; Montaña Matosas, J.; Spender, J.; 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.

Tutoring the end-of-studies dissertation: Helping psychology students find their academic voice when revising academic texts
Castelló Badia, M.; Iñesta Codina, A.; Pardo, M.; Liesa, E.; Martínez Fernández, R.
Higher Education: The International Journal of Higher Education Research
Springer
Vol. 63, no. 1, 01/2012, p. 97-115

This intervention study aimed at helping undergraduate students of psychology learn to use the discursive resources useful to make academic voice visible in their texts and to improve their writing practices. The intervention involved tutorial meetings and collaborative revisions in two different learning environments, on-line and face-to face. The final text quality, the students' knowledge and the amount and the quality of revisions were assessed in both conditions. Results show that the quality of the texts improved for both intervention groups in contrast with for control group, and better texts were related with higher rates of revision and more students' satisfaction with the intervention.

Seguridad Social de universitarios en prácticas: estado de la cuestión
Luque Parra, M.; Calzada Oliveras, E.
Aranzadi Social: Revista Doctrinal
Aranzadi
Vol. 4, no. 10, 02/2012, p. 283-289

La Ley 27/2011, de 1 de agosto, incluyó un mandato al Gobierno para que regulara los mecanismos de inclusión en la Seguridad Social de los estudiantes universitarios en prácticas. Entre octubre y diciembre de 2011 el Gobierno ha publicado dos Reales Decreto que desarrollan esta materia en particular, si bien lo hacen previendo un régimen aparentemente opuesto entre ellos (el primero opta por su inclusión dentro del Régimen General de la Seguridad Social, y el segundo por su exclusión). En este artículo hemos pretendido dar una interpretación de dichos reglamentos acorde con la voluntad del legislador y con la finalidad de la Ley 27/2011, acotando el ámbito de aplicación de cada uno de ellos y, en definitiva, haciendo primar lo previsto en una norma con rango de ley.
Maak, Thomas
Responsible leadership: Pathways to the future
*Journal of Business Ethics*  
*(IF 2011= 0.963; FT TOP 45)*  
Springer  
No. 98 (S1), /2011, p. 3-13

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 [abstract].

Noethen, Daniela
Measure invariance of the Political Skill Inventory (PSI) across five cultures
*International Journal of Cross Cultural Management*  
Sage  
Vol. 12, no. 2, 08/2012, p. 171-191

This research expands the study of political skill, a construct developed in North America, to other cultures. We examine the psychometric properties of the Political Skill Inventory (PSI) and test the measurement equivalence of the scale in a non-American context. Respondents were 1511 employees from China, Germany, Russia, Turkey, and the United States. The cross-cultural generalizability of the construct is established through consistent evidence of multi-group invariance in an increasingly stringent series of analyses of mean and covariance structures. Overall, the study provides systematic evidence that political skill can be treated as a stable construct among diverse cultural groups. Furthermore, our findings demonstrate that translated PSI measures operationalize the construct similarly. With some exceptions, the item loadings and intercepts are invariant for the US and non-US responses, suggesting partial measurement equivalence. After verifying the accuracy of item translation, we conclude that any differences can be explained by variation in the cultural value of uncertainly avoidance and cultural differences on a low-to-high context continuum. Detected dissimilarities are addressed, and some suggestions regarding the correct use across borders of the instrument by managers and researchers are provided.

Parada Balderrama, Pedro
Cómo preparar y aprovechar la expansión internacional  
*Harvard Deusto Business Review*  
Deusto  
No. 213, 06/2012, p. 4-14

Los procesos de internacionalización de las empresas han traído consigo una diversificación de las fuentes de ingresos, algo fundamental dada la contracción de la economía y la demanda en España. A pesar de que existen modelos que guían a las empresas que desean abordar su expansión internacional, la realidad muestra que esta compleja tarea requiere mucha flexibilidad y agilidad para adaptarse a las cambiantes necesidades de los mercados. Esta complicada gestión, permite a las organizaciones aprender y dotarse de capacidades que de otra manera podrían no estar a su alcance.
La crisis económica no puede ocultar la necesidad de transformación del Sistema Nacional de Salud. Desde hace años son bien conocidas las dificultades financieras del sistema sanitario, cuyo gasto crece a un ritmo superior que la economía. El desarrollo y la difusión de las nuevas tecnologías y la mayor utilización de los servicios de salud, junto con el gasto farmacéutico, la inflación de los precios y la poca eficiencia del sistema, explican el nuevo contexto. Los retos que afronta el sistema de salud no son sueños: abordar la deuda, mejorar la financiación, revisar el catálogo de prestaciones, transformar la gobernanza del sistema y dotar a las instituciones de una real autonomía de gestión. La gravedad de la situación económica puede ser una oportunidad para efectuar los cambios largamente esperados.

The recognition that better use of existing knowledge can enhance performance has spawned substantial interest in the replication of productive knowledge within organizations. An enduring belief is that, when expanding by replication, organizations can and should strive to adapt to fit the salient characteristics of new environments. Yet, some have argued that the exploitation of an established template for doing business by replication can be more successful when the template is copied precisely. Using unique longitudinal data, we report a large-sample empirical investigation of the survival consequences of accurate replication versus local adaptation by examining the effect that deviation from the template has on the survival chances of franchise units within a large franchise organization.
Salo Mayolas, Albert
Fluvià Font, Modest
Hotel characteristics and seasonality in prices: An analysis using Spanish tour operator brochures
Salo Mayolas, A.; Espinet Rius, J.M.; Rigall Torrent, R.
Fluvià Font, M.
Tourism Economics
(IF 2011= 0.579)
IP Publishing Ltd
Vol. 18, no. 4, 08/2012, p. 7-767
Seasonality in the tourism sector has been a major concern for policy makers, managers and other stakeholders. Many studies have analysed seasonality from the point of view of the number of visitors. However, as far as we know, there are no studies focusing on seasonality in prices and how to smooth out seasonal patterns. This paper analyses how hotel characteristics affect seasonality in prices using brochure data on 1,776 hotels in 32 sun-and-beach destinations in 11 countries. The paper finds that after controlling for destination-specific variables which may cause variations in prices through demand shifts (such as, for instance, climatic conditions, exchange rates or marketing expenditures), more hotel services and higher star ratings are associated with less seasonal variations in hotel prices.

Salo Mayolas, Albert
Vila Fernández-Santacruz, Mar
Sayeras Maspera, Josep M
Differences in seasonal price patterns among second home rentals and hotels: Empirical evidence and practical implications
Salo Mayolas, A.; Garriga, A.; Rigall Torrent, R.; Vila Fernández-Santacruz, M.; Sayeras Maspera, J.M.
Tourism Economics
(IF 2011= 0.579)
IP Publishing Ltd
Vol. 18, no. 4, 08/2012, p. 731-747
Hotels and second home rentals are two of most important tourist accommodation options in Spain. In terms of seasonality, almost all previous studies have analyzed tourism demand either from the point of view of total arrivals or the number of tourists lodged in a single accommodation type (hotels, rural accommodations, etc.). However, there are no studies focusing on price seasonality or comparing seasonality among different accommodation types. By using seasonality indicators and a price index constructed by means of hedonic methods, this paper tries to shed some light on seasonal pricing patterns among second home rentals and hotels. The paper relies on a 2004 database of 144 hotels and 1,002 apartments on the Costa Brava (northeast Spain). The results show that prices for second home rentals display a smoother seasonal pattern than hotels due to reduced price differences between shoulder (May and October) and peak periods (August).

Santana Mariscal, Alejandro
Zhang Zhang, Yingying
Internationalization of multinational banks: A study of foreign direct investment in seven Latin American countries
Santana Mariscal, A.; Zhang Zhang, Y.; López, J.
The Service Industries Journal
Taylor & Francis
(IF 2011=2.579)
Vol. 32, no. 7, 05/2012, p. 11-1170
The article attempts to explore and contrast the different factors that influence the foreign direct investment (FDI) decisions of multinational banks. Employing eclectic theory, an estimation model with panel data from seven Latin American countries is set to test the proposed hypotheses. The results highlight an increase in foreign assets, removal of banking restriction, banking concentration, and capital cost differential in the local banking system as determinants of specific location advantages for attracting banking FDI. Other factors such as cultural proximity and crisis also have a significant impact on banking FDI. Discussions and implications are debated before conclusions are drawn for a future research agenda.
Soler Vicente, Ceferí
Boyatzis, Richard
Vision, leadership and emotional intelligence
transforming family business
Journal of Family Business Management
Emerald
Vol. 2, no. 1, 01/2012, p. 23-30

La determinación - el propósito de este papel es ilustrar el papel de la inteligencia emocional y sociable en dirigentes de la economía de familia y lo cómo puede resultar en una visión compartida y el aumento dramático en el éxito de una empresa de familia. Diseño / metodología / enfoque - estudio de casos de la organización solo interpretado a través de teoría de Cambiar intencional. Las conclusiones - usando inteligencia emocional y sociable, los dos miembros de la empresa de familia de la quinta generación inspiraban a otros desarrollando las relaciones retumbantes con ellos. Crearon una visión compartida entre los grupos de presión varios en la familia, la organización y la comunidad. Consiguieron otros excitados sobre la visión usar contagio seguro, emotivo. El contagio y la resonancia se extendieron a otros en la familia, la organización, y región. Las limitaciones / implicancias de investigación - aunque un estudio de casos, las implicancias para futura investigación son concentrarse en la visión compartida o la falta de eso en empresas de familia, el enfoque sobre el liderazgo retumbante, y el liderazgo multi- nivel. Las implicancias prácticas - el liderazgo utópico, con inteligencia emocional (EI) y la resonancia pueden motivar la renovación en organizaciones, familias y regiones. La originalidad / valor - investigación sobre el poder de la visión y EI transformar empresas está apareciendo, pero nada de él ha enfocado sobre empresas de familia, y en particular ones multi- generacional. Este trabajo show cómo puede transformar una familia, su empresa, y una región tal liderazgo.

Spender, John-Christopher
Herbert A. Simon on what ails business schools: More than 'a problem in organizational design'
Spender, J.; Khurana, R.
Journal of Management Studies
(IF 2011= 4.255; FT TOP 45)
Wiley
Vol. 49, no. 3, 05/2012, p. 619-639

We critically examine Herbert Simon's 1967 essay, The Business School a Problem in Organizational Design. We consider this essay within the context of Simon's key ideas about organizations, particularly those closely associated with the 'Carnegie perspective' on organizations and how they influenced the reinvention of American business schools in the post-WW2 era and were deeply influenced by the post-War context and also were appropriated by the Ford and Carnegie Foundation to reform business school teaching and research. We argue that management educators misappropriated Simon's concept of an intellectually robust and relevant research and educational agenda for business schools that has in part contributed to the intellectual stasis that now characterizes business education research and its capacity to inform management practice.

Suárez Barraza, Manuel Francisco
Ramis Pujol, Juan
Thoughts on kaizen and its evolution: Three different perspectives and guiding principles
Suárez Barraza, M.F.; Ramis Pujol, J.; Kerbache, L.
International Journal of Lean Six Sigma
Emerald
Vol. 2, no. 4, 12/2011, p. 288-308

Since Masaaki Imai coined the term Kaizen in the mid 1980s it has been regarded as a key element in the competitiveness of Japanese companies. However, even though Kaizen was defined by the author who created the term, writings by scholars and practitioners in the field exhibit a certain degree of ambiguity and inconsistency. Finally, there is a clear need to develop this theory in the field of operations management. The purpose of this paper is to analyse Kaizen in the academic and practitioner literature, in order to better understand it and further explore and contribute to its potential theoretical profile. A literature review was carried out using Kaizen as a search term. Various databases were used for this purpose and books written by both scholars and by practitioners on the subject were also consulted. The literature concerning Kaizen was
methodically analysed and categorised. The findings of the study indicate that Kaizen is presently displayed under three perspectives or umbrellas, which include a series of principles and techniques. By comparing the three perspectives, a set of guiding principles and/or cornerstones for Kaizen have also emerged. Analysis and classification is based on the literature that has been found and reviewed, along with the knowledge of authors on the subject, and may include other features as well as other angles of analysis. The Kaizen literature review is very limited. In writing this paper a considerable number of articles and research related to Kaizen has been reviewed. This review resulted in an initial classification of Kaizen (three umbrellas) and four major topics, which may prove useful for managers or executives who are introducing or developing Kaizen in their organizations. As far as the authors are aware, this is one of the first papers that proposes a literature review in an attempt to clarify Kaizen, both in academic and practitioner ambits.

**Vanhaverbeke, Wim**  
**Exploring the impact of open innovation on national systems of innovation - a theoretical analysis**

Wang, Y.; Vanhaverbeke, W.; Roijakkers, N.  
*Technological Forecasting and Social Change (IF 2011= 1.709)*

Elsevier  
Vol. 79, no. 3, 02/2012, p. 419-428

This paper investigates the impact of open innovation on national systems of innovation. The open innovation concept has become widely established among scholars and practitioners. However, an overview of its impact on national innovation systems is still lacking. Given that the innovating firm is at the core of national innovation systems, a better understanding of shifting innovation strategies at the firm level is of fundamental importance to the actions of policy-makers within the national innovation systems framework. Based on the main analytical approaches of national innovation systems and the current state of open innovation research, we argue that open innovation practices have at least three critical effects on national systems of innovation: (a) they reinforce its importance; (b) they improve its effectiveness; and (c) they diversify its networks.

**Vanhaverbeke, Wim**  
**Technology in-sourcing and the creation of pioneering technologies**

Van de Vrande, V.; Vanhaverbeke, W.; Duysters, G.  
*Journal of Product Innovation Management (IF 2011=2.109)*

Wiley  
Vol. 28, no. 6, 11/2011, p. 974-987

This study analyzes the effect of different external technology sourcing modes on the creation of radical innovation in companies. Moreover, since prior research has indicated that exploration consists of looking beyond both organizational and technological boundaries, the role of technological distance between the partnering firms and the role of technological newness are also included. In particular, this paper examines how they affect the relationship between external technology sourcing and the creation of pioneering technologies (technologies that do not build on any existing technologies), which are used as a proxy for radical innovations. Using a sample of companies that were from the pharmaceutical industry, the results indicate that strategic alliances and corporate venture capital investments have a positive effect on the creation of pioneering technologies, whereas the effect of M&As is found to be negative. Additionally, the results show that the impact of these governance modes on the creation of pioneering technology is indeed affected by the newness of the technology and relatedness of the technological portfolios of the partnering firms. A larger technological distance between the two partnering firms increases the effect of strategic alliances on the creation of pioneering technologies. In addition, the results indicate that technological newness weakens the positive effect of CVC investments and non-equity alliances on the creation of pioneering technologies.
Vanhaerbeke, Wim
Structural antecedents of corporate network evolution
Wijen, F.; Noorderhaven, N.; Vanhaerbeke, W.
International Journal of Business Environment
Inderscience Publishers

While most network studies adopt a static view, we argue that corporate social networks are subject to endogenous dynamics of cognitive path dependence and self-reinforcing power relations. Over time, these dynamics drive corporate networks to become increasingly focused (i.e., more homogeneous, stable, and tightly knit). More focused networks induce organisations to perpetuate existing routines, at the expense of developing new capabilities. We examine the role of organisational structure in maintaining balanced, rather than focused, networks, so that business organisations can realise progressive and timely adjustments to their evolving environments. We develop a theoretical argument, illustrated with the divergent network adjustment patterns of two large, mature companies, suggesting that business organisations with the following structural antecedents are likely to maintain balanced networks: the concurrence of centralisation and decentralisation; a high degree of differentiation and an intermediate level of integration; and an intermediate degree of formalisation.

Vanhaerbeke, Wim
How Chinese firms employ open innovation to strengthen their innovative performance
Wang, Y.; Roijakkers, N.; Vanhaerbeke, W.; Chen, J.
International Journal of Technology Management
(IF 2011= 0.516)
Inderscience Publishers
Vol. 59, no. 3/4, 03/2012, p. 235-254

China became the second-largest economy behind the USA in 2010. While there is quite some macroeconomic research documenting the technological catching-up of China as a nation, there is only little research studying how individual Chinese firms are catching up. This paper draws on the open innovation perspective to explore how Chinese firms improve their innovative performance. Our empirical analysis is based on a sample of 91 native Chinese firms in high-tech industries. The results indicate that Chinese firms widely implement an open innovation approach to strengthen their innovative performance. These firms use: 1) technology in-licensing agreements to obtain access to technologies; 2) long-term alliances with foreign partners to access state-of-the-art technologies; 3) collaboration with local universities and R&D institutes to broaden their technological strengths; 4) collaboration with the local industrial community to deepen their technological skills.

Vanhaerbeke, Wim
Additivity and complementarity in external technology sourcing: The added value of corporate venture capital investments?
Van de Vrande, V.; Vanhaerbeke, W.; Duysters, G.
IEEE Transactions on Engineering Management
(IF 2011= 0.958)
IEEE Xplore
Vol. 58, no. 3, 08/2011, p. 483-496

Innovating firms often invest in a number of different technology projects, in different stages of development, using a wide range of distinct technology sourcing modes, such as strategic alliances, joint ventures, and mergers and acquisitions. Recently, firms have also gained an increasing awareness of the potential benefits of corporate venture capital investments. This paper investigates the particular role of corporate venture capital investments in the technology sourcing portfolio of firms. More specifically, we focus on the extent to which corporate venture capital investments are additive or complementary to other modes of technology sourcing when explaining the innovative performance of firms. The results indicate that corporate venture capital investments are particularly beneficial for the innovative performance of firms when they are used in combination with other technology sourcing modes.
Vanhaverbeke, Wim  
**Patent pools and clearinghouses in the life sciences**  
Van Zimmeren, E.; Vanneste, S.; Matthijs, G.; Van Overwalle, G.; Vanhaverbeke, W.  
*Trends in Biotechnology*  
*(IF 2011= 9.148)*  
Elsevier  
Vol. 29, no. 11, 11/2011, p. 569-576

The biopharmaceutical industry is slowly absorbing the idea of collaborative patent licensing models. Recently, two patent pools for developing countries have been launched: the Pool for Open Innovation against Neglected Tropical Diseases initiated by GlaxoSmithKline (GSK), which is referred to as the BIO Ventures for Global Health (BVGH) pool, and the Medicines Patent Pool (MPP) initiated by UNITAID. Various organizations have recommended using pools or clearinghouses beyond the humanitarian dimension where many patents are owned by many different actors. As a first attempt, MPEG LA, which administers patent pools in various technology fields, is now setting up a clearinghouse for patents related to molecular diagnostics. These examples as well as the results from an empirical study provide useful insights for the design and administration of future pools and clearinghouses in the life sciences.

Vedina, Rebekka  
**Background and scope of the special issue**  
Vadi, M.; Vedina, R.; Karma, K.  
*Baltic Journal of Management*  
*(IF 2011= 0.500)*  
Emerald  
Vol. 6, no. 3, 09/2011, p. 399-402

The term “innovation” is nowadays used in almost every context in daily life. Here, we follow the definition put forward by Dasgupta and Gupta (2009): “Innovation is typically understood as the successful introduction of something new and useful, for example, introducing new methods, techniques, practices, or new or altered products and services.” Therefore, today, maybe more than ever before, it is important for companies to continuously build up sustainable competitive advantages by offering innovative products and services. Most products are a combination of goods and services and the continuum of services varies according to domination of tangible or intangible elements (Shostack, 1987). Herein, we consider services as a broad term covering acts, efforts, or performances exchanged from the producer to end-user without ownership rights (i.e. banking, retailing, education, health care, catering, accommodation, etc.). The aim of this special issue is to advance our theoretical and empirical understanding of the innovation origins and its manifestations in the service sector.

Wiengarten, Frank  
**The importance of quality management for the success of environmental management initiatives**  
Wiengarten, F.; Pagell, M.  
*International Journal of Production Economics*  
*(IF 2011= 1.760)*  
Elsevier  

This paper investigates the importance of quality management practices for the success of environmental management initiatives. It has been recently established that sustainability initiatives whether in terms of social or environmental investments can improve organizational performance. Additionally, some authors have suggested striking similarities between environmental and quality practices and argued that a well functioning quality management system is a prerequisite for a successful environmental management system. However, it may be the case that having a well functioning quality management system enables a company to reap higher returns from its environmental management practices. The aim of this paper is to explore the role of quality management in the environmental management performance relationship. Specifically, we assess whether or not quality management practices interact with environmental practices to drive operational performance. This question was tested with survey data collected from 1142 plants. The study makes significant contributions to the quality and sustainability literature and implications are drawn to practice.
Ysa Figueras, Tamyko
Esteve Laporta, Marc
Longo Martínez, Francisco
La generación de innovación a través de la colaboración público-privada
Revista Española de Cardiología
(IF 2011=2.530)
Elsevier
Vol. 65, no. 9, 09/2012, p. 835-842

En este artículo se desarrolla la idea de cómo las distintas opciones colaborativas público-privadas implementadas por las organizaciones afectan a la generación de innovación a través de un estudio de caso: el del Banco de Sangre y Tejidos. Los datos se obtuvieron mediante entrevistas en profundidad y semiestruclruradas a todo el equipo directivo de la organización analizada. Se codificaron las entrevistas y se realizó un análisis de contenidos. Esta información se trianguló con la revisión de documentos internos de la organización. Este artículo contribuye a generar conocimiento sobre la gestión de la innovación en colaboraciones público-privadas en salud identificando la existencia de distintas opciones en una organización para desarrollar innovación colaborativa entre los sectores público y privado: contratación, partenariados público-privados contractuales y partenariados institucionalizados. Se constata que la generación de innovación está directamente relacionada con el acuerdo institucional escogido para desarrollar cada proyecto, de modo que determinadas innovaciones no son posibles sin un grado elevado de madurez en la colaboración interorganizativa. Sin embargo, también cabe destacar que, a medida que la intensidad de la colaboración se incrementa, los costes también, y el control del proceso disminuye.

Ysa Figueras, Tamyko
Gine Torrens, Mireia
Esteve Laporta, Marc
Sierra Olivera, Vicenta
Public corporate governance of state-owned enterprises: Evidence from the Spanish banking industry
Public Money & Management
(IF 2011= 0.598)
Routledge Taylor & Francis Group
Vol. 32, no. 4, 07/2012, p. 265-272

This article provides a framework for public corporate governance combining two main components: traditional corporate governance (via governing bodies) and multi-level governance (via regulation). We provide evidence from the publicly-owned Spanish savings banks (‘cajas’), which have a conflict between their two main goals: operating efficiently and maximizing the reach of their welfare projects. The case may have lessons for policy-makers in the 80 countries that have some government ownership of banks, and for managers muddling through public corporate governance.
ARTICLES IN OTHER RELEVANT JOURNALS

Abel Lluch, Xavier

Denegación en la segunda instancia de pruebas relacionadas con las aptitudes de los padres en la guarda y custodia de los hijos
Diario La Ley. Especial Cuadernos de Probática y Derecho Probatorio
La Ley, Madrid
No. 7887, 06/2012, p. 11-13

En la sección titulada "Jurisprudencia sobre Derecho Probatorio" de la revista Especial Cuadernos de Probática y Derecho Probatorio número 8 se efectúa un comentario a la Sentencia del Tribunal Supremo, Sala Primera, de 2 de noviembre de 2011 (Pte. Sra. Encarnación Roca Trías) sobre denegación de pruebas documentales en la segunda instancia para acreditar las aptitudes de los padres con respecto a la guarda y custodia de los hijos, centrándose el comentario en los siguientes aspectos: 1) La identificación de los medios de prueba en la terminología empleada en la sentencia; 2) El alcance e interpretación del artículo 752 LEC que permite que, en los procesos no dispositivos, el Tribunal acuerde pruebas de oficio; y 3) La denegación de la prueba en la segunda instancia en el caso.

Abel Lluch, Xavier

La valoración de periciales médicas contradictorias
Iuris. Actualidad y práctica del derecho
La Ley, Madrid
No. 172, 06/2012, p. 36-38

En este artículo se ofrecen criterios generales y particulares para la valoración de periciales médicas contradictorias, pues resulta bastante frecuente, en el ámbito civil, con respecto a las reclamaciones de responsabilidad frente a médicos y profesionales sanitarios, encontrarse en las actuaciones que las partes han aportado dictámenes periciales médicos contradictorios que deben valorarse conforme a "las reglas de la sana crítica" (art. 348 LEC).

Abel Lluch, Xavier

Dictamen pericial de designación judicial: régimen jurídico y valoración
Diario La Ley. Especial Cuadernos de Probática y Derecho Probatorio
La Ley, Madrid
No. 7887, 06/2012, p. 13-14

En la sección "Jurisprudencia sobre Derecho Probatorio" de la revista Especial Cuadernos de Probática y Derecho Probatorio número 8 se efectúa un comentario a la Sentencia de la Audiencia Provincial de Murcia, sección 4ª, de 12 de enero de 2012 (Ponente: Sr. Francisco Carrillo Vinader) con respecto al régimen jurídico y la valoración del dictamen de designación judicial, centrándose el comentario en los aspectos siguientes: 1) Momento para la aportación al proceso del dictamen de designación judicial; 2) Régimen jurídico de la pericial de designación judicial; 3) Criterios para la valoración del dictamen de designación judicial, sentándose la idea que lo decisivo es la razonabilidad del propio dictamen y no el sistema de designación del perito.
Abel Lluch, Xavier

Testigo (abogado) exento de declarar
Diario La Ley. Especial Cuadernos de Probática y Derecho Probatorio
La Ley, Madrid
No. 7887, 06/2012, p. 10-11

En la sección titulada "Jurisprudencia sobre Derecho Probatorio" de la revista Especial Cuadernos de Probática y Derecho Probatorio número 8 se efectúa un comentario a la Sentencia del Tribunal Supremo, Sala Primera, de 22 de febrero de 2011 (Ponente. Sr. Rafael Gimeno Bayon-Cobos) en la que se declara exento de declarar como testigo a un abogado, centrándose el comentario en tres aspectos: 1) La regulación legal del testigo con deber de guardar secreto; 2) La relevancia del deber de guardar secreto en el caso; y 3) La idoneidad del abogado como testigo interrogado, sosteniéndose la tesis que, con carácter general, debe reputarse la idoneidad del abogado de la parte y de la parte contraria a declarar como testigo con respecto de los hechos y noticias que haya conocido por razón de cualesquiera de las modalidades de su actuación profesional.

Añoveros Terradas, Beatriz

Consumidor con domicilio desconocido. ¿Hasta dónde llega la protección? A propósito de la Sentencia del TJCE (Sala Primera) de 17 de noviembre de 2011
Diario LA LEY
La Ley, Madrid
No. 7870, 05/2012, p. 1-17

El derecho fundamental a una tutela judicial efectiva no puede entenderse como una prerrogativa absoluta. En ciertos casos deben admitirse restricciones a dicho derecho fundamental siempre que las mismas estén fundadas en la búsqueda de un objetivo de interés general. La finalidad de evitar la situación de denegación de justicia en que se encontraría el demandante cuando sea imposible localizar al demandando, constituye un objetivo de interés general que justifica la interpretación dada por el TJUE de las normas de competencia judicial internacional dada en la sentencia objeto de comentario.

Ballabriga Clavería, Fernando
Comajuncosa Ferrer, Josep

Radiografía del gasto público en España
Informe Económico
ESADE. Departamento de Economía, Barcelona
No. 13, 05/2012, p. 11-21

En 2010 el gasto total de las administraciones públicas (AA.PP.) en España ascendió a 479.645 millones de euros, lo que supone un 45,6% del total del PIB de la economía española, frente al 50,9% en la zona euro. Este gasto se divide en tres grandes conceptos: el gasto público en consumo final, la inversión pública y las transferencias del sector público al sector privado.
La economía de la zona euro (ZE) experimentará una nueva contracción en 2012. Desde finales de 2011 la recesión se ha ido extendiendo desde los países de la periferia hacia los del centro de la zona. La severidad de los ajustes fiscales en los países de la periferia está frenando de forma destacada la evolución a corto plazo de su demanda interna. El deterioro que esto implica para su posición fiscal está perjudicando a todo el sector financiero de la zona, el principal tenedor de deuda de esos países. Estas dificultades del sector financiero europeo se han ido traduciendo en una drástica reducción del flujo de crédito que afecta a consumidores y empresarios y arrastra a toda la zona hacia la recesión.

Comajuncosa Ferrer, Josep
Nota de coyuntura económica
Informe Económico
ESADE. Departamento de Economía, Barcelona
No. 13, 05/2012, p. 7-9

Desde la creación del euro España ha sido una de las economías de la zona con inflación más elevada, con una tasa anual media de aumento del IPC del 2,8% en el periodo 2002-2011. Esto la convierte en la segunda economía más inflacionaria de la zona euro, sólo por detrás de Grecia, que tuvo una media del 3,3%, dejando de lado las recientemente incorporadas Estonia, Eslovaquia y Eslovenia. Entre las más inflacionarias han estado también Portugal, con un 2,4% de media, e Italia con un 2,3%. En el otro extremo se sitúan Alemania con un 1,7% de inflación media, Finlandia con un 1,8% o Francia y Holanda con un 1,9%.

Comajuncosa Ferrer, Josep
La inflación en España desde la adopción del euro
Informe Económico
ESADE. Departamento de Economía, Barcelona
No. 13, 05/2012, p. 23-29

Diferenciación y conveniencia son las dos principales estrategias en las que están profundizando los distribuidores para fidelizar a sus clientes, un bien cada vez más preciado. El precio por sí solo ya no es suficiente, por lo que conocer al consumidor que emerge en la nueva normalidad económica es una ventaja competitiva que deben aprovechar.
Gimeno Sandig, Alberto
Vives, Luis
La internacionalización de la empresa familiar española
Experiencias
ICEX Instituto Español de Comercio Exterior
No. 5, 06/2012, p. 1-16

¿Qué tienen en común empresas como Inditex, Freixenet, Ferrovial, Prosegur, Sol Meliá, Abengoa, Talgo o Celsa? Todas ellas son empresas familiares españolas que han desarrollado con éxito su internacionalización. La importancia de las empresas familiares españolas, tanto por su número como por su impacto en la creación de riqueza y empleo, ha hecho que sean fuente de numerosos estudios en los últimos años. En España existen más de 2.200 empresas familiares que superan los 50 millones de euros de facturación, representando un 57% de las empresas españolas por encima de esta facturación, así como un 35% de la facturación y un 42% del empleo.

Gimeno Sandig, Alberto
Strukturrelles Risiko und Mentalle Modelle in Familienunternehmen
Rüsen, T.; Von Schlippe, A.; Gimeno, A.
Familienunternehmen und Stiftungen
Bundesanzeiger Verlag
No. 3/2012, p. 92-98

Der folgende Beitrag versucht, zwei Erklärungsansätze zu entwickeln, die den Unterschied zwischen Familienunternehmen und anderen Unternehmensformen deutlich werden lassen. Zum einen soll das Modell des "Strukturellen Risikos" eines Familienunternehmens erläutert, zum anderen das Konzept "Mentaler Modelle" in der Unternehmerfamilie dargelegt werden.

Laborda Coronil, Anna
Supervivencia empresarial en época de crisis
Informe Económico
ESADE. Departamento de Economía, Barcelona
No. 13, 05/2012, p. 30-45

Que seguimos estando en crisis, es evidente; las cifras de la ocupación no se recuperan, las previsiones sobre la evolución del PIB en 2012 no son para nada optimistas y la deuda española sigue perdiendo posiciones en el rating. Un apunte sobre los efectos de la crisis se realizó en el pasado Informe Económico, cuando se analizaron los datos del Directorio de Empresas (DIRCE) y del Ministerio del Trabajo (Empresas registradas en la Seguridad Social) para intentar poner una cifra concreta a la mortalidad de empresas en estos duros años que, parece, aún no han acabado. Este nuevo artículo da una visión diferente a los mismos datos y, en lugar de hablar de mortalidad, habla de supervivencia. Su objetivo es, partiendo de la misma información que en el artículo previo, poner de relieve aquellas características que describen a las empresas que, mal que bien, están consiguiendo capear el temporal. La conclusión más importante a la que se ha llegado se refiere al doble papel que juegan las mini pymes. Por un lado, presentan una tasa de supervivencia mucho menor que las empresas a partir de 6 trabajadores, aunque por otro lado, ante la crisis, son el grupo que mayor dinamismo presenta, con un porcentaje de altas considerable. Probablemente, estas altas estén recogiendo estrategias ante la crisis, como la desaparición de empresas de hasta 5 trabajadores para constituirse en grupo de autónomos relacionados, pero lo que es indudable es que dicha estrategia impide que las cifras de destrucción de empresas sean todavía más altas.
Lozano Soler, Josep M
Liderazgos, no líderes. Los ejercicios espirituales y las escuelas de negocios
Revista de Fomento Social
Institución Universitaria de la Compañía de Jesús, Córdoba
No. 262, 09/2011, p. 181-218

La pregunta última que se plantea este paper es si hay algo que distingue o diferencia a una Jesuit Business School (JBS) de otras escuelas de negocios. El abordaje de la cuestión se hace a través de una temática que en los últimos años ha cobrado especial relevancia por su impacto social y por su transversalidad educativa: el liderazgo. La pregunta, pues, se concreta en explorar cómo cabe entender el liderazgo y si es posible una aproximación específica al liderazgo (especialmente desde el punto de vista educativo) en el marco de una JBS. En la primera mitad del paper se propone una comprensión de la temática que aborda el liderazgo y un enfoque de la misma. En la segunda mitad, a partir de una relectura antropológica de algunas meditaciones de los Ejercicios Espirituales, se propone un marco de referencia para el tratamiento del liderazgo en una JBS.

Martínez Ribes, Lluís
Una historia de seducción. La experiencia de compra y su evolución en la investigación académica
Código 84: la Revista de AECOC
Asociación Española de Codificación Comercial (AECOC), Barcelona
No. 163, 05/2012, p. 107-108

583 millones de resultados en 0,47 segundos. Eso es lo que se obtiene al buscar shopping experience en Google. Está claro que es un término candente, muy de moda ... y, por tanto, paradójicamente peligroso. En esta Burbuja veremos la evolución que ha seguido el concepto "experiencia de compra" en la literatura académica, y acabaremos con algunas reflexiones prácticas.

Martínez Ribes, Lluís
El vestido del producto. Interpretando la gestión del envase
Código 84: la Revista de AECOC
Asociación Española de Codificación Comercial (AECOC), Barcelona
No. 164, 06/2012, p. 74-75

El envase es uno de los principales medios para expresar el sentido de la marca. Gestionar los envases es una técnica y un arte al mismo tiempo. El envase, llamado "packaging" en el oficio, es más que un embalaje. Es el vestido del producto. Como tal, tiene dos facetas: la funcional -protegiendo al producto- y la emocional -evocando lo que el producto podrá aportar-. Invito a pensar en seis aspectos que los envases deberían cumplir.
Martínez Ribes, Lluís
Desde la colina se intuye el horizonte. Las ideas de Umair Haque
Distribución Actualidad
Ediciones y Estudios, Madrid
No. 428, 09/2011, p. 58

Un producto sólo marca realmente la diferencia si mejora de forma evidente el bienestar físico, mental, social o económico de las personas, de una forma sostenible.

Martínez Ribes, Lluís
Volar con alfombras de autor. Interpretación de la tienda Nani Marquina
Código 84: la Revista de AECOC
Asociación Española de Codificación Comercial
(AECOC), Barcelona
No. 162, 04/2012, p. 106-107

La tienda es el reflejo de su alma. Enmarcada en un contenedor austero: un antiguo garaje reformado, se conservan los suelos de cemento y las paredes desnudas, sobre las que lucen como estrellas unas alfombras de diseño volador.

Murillo Bonvehí, David
Entrevista a Jiang Shixue
Via: Valors, Idees, Actituds: Revista del Centre d'Estudis Jordi Pujol
Centre d'Estudis Jordi Pujol, Barcelona
No. 16, 09/2011, p. 108-117

Jiang Shixue (1956) és Professor i Director Adjunt de l'Institut d'Estudis Europeus de l'Acadèmia Xinesa de Ciències Socials (CASS). Entre d'altres posicions és president del Departament d'Estudis Europeus a l'Escola de Graduats CASS, vicepresident de l'Associació Xinesa d'Estudis d'Amèrica Llatina, i director general adjunt del Centre de la Xina per als Estudis del Tercer Món. L'Acadèmia Xinesa de Ciències Socials (CASS) és la principal acadèmia de recerca xinesa en els àmbits de la filosofia i les ciències socials. Inclou cincuenta centres de recerca que cobreixen 260 disciplines i subdisciplines i compta amb 4.000 investigadors a plena dedicació. Està afiliat al Consell d'Estat de la República Popular de Xina. Segons la Revista Foreign Policy cal considerar CASS com un dels think tanks líders del continent asiàtic.
Oller Sala, Maria Dolors
El reto de vivir la laicidad en el interior del pluralismo cultural
Entretodos
Comunidad de Vida Cristiana en España (CVX-E), Madrid
Vol. 2, no. 2, 06/2012, p. 34-36

Artículo que reflexiona sobre el sentido de la laicidad hoy y el reto que supone tener que vivirla en el seno de sociedades cada vez más multiculturales. En él se apuesta claramente por una laicidad inclusiva, puesto que es la única que puede ayudar a construir una nueva moral pública, tan necesaria hoy, en la que no puede faltar ninguna aportación.

Sauquet Rovira, Alfons
Business schools & society: Opportunities & accountability
Global Focus. The EFMD Business Magazine
European Foundation for Management Development (EFMD), Vol. 6, no. 1, 01/2012, p. 22-25

A good deal of pressure has been exerted on business schools in the wake of the financial crisis, on what our contribution could have been or should have been. But let's reflect instead of the actual contribution that business schools make, or can make, to society. By taking stock of how we contribute to society, we can pave the way forward towards a sustainable, meaningful input in the future.

Segarra Costa, Enric
Innovar desde el contexto de los desfavorecidos
Directivos y Empresas Siglo XXI
Directivos y Empresas, Madrid
No. 107, 05/2012, p. 70-72

Nadie cuestiona que innovar es fundamental y que es a través de ella que las compañías aseguran su continuidad económica a partir de las plusvalías que genera. Pero, ¿qué sucede cuando alguno de los potenciales usuarios de nuestras innovaciones tienen pocos recursos y no las pueden pagar? ¿dejamos entonces de innovar porque no vale la pena (económicamente hablando)? A través del artículo se argumenta que es factible romper este paradigma y que para que ello resulte hay que innovar desde el contexto de los desfavorecidos.

Vives, Luis
Kalinowski, Margarete
Foro anual del Centro Virtual. La empresa española en un mundo global: oportunidades y amenazas en los países emergentes
Experiencias
ICEX Instituto Español de Comercio Exterior
No. 5, 06/2012, p. 1-13

El mundo de los negocios está cambiando de manera significativa. La creciente desregulación de los mercados, la reducción de las barreras comerciales, los rápidos avances tecnológicos, y los cambios demográficos son factores que están contribuyendo a esta rápida transformación. Una importante consecuencia de estos cambios es que aquellas estrategias que permitían a las empresas ser exitosas hace una década, es poco probable que puedan seguir funcionando en un futuro próximo. En este contexto, las empresas que cuentan con capacidad de adaptación e iniciativa, lejos de percibir sólo las amenazas de la difícil coyuntura económica, están aprovechando las oportunidades existentes con el objetivo de crecer para salir fortalecidos de la crisis.
**BOOKS, BOOK CHAPTERS AND OTHER CONTRIBUTIONS**

**BOOKS**

**Abel Lluch, Xavier**

*Derecho probatorio*

Barcelona: J.M. Bosch Editor, 05/2012

1224 p.

La presente obra tiene por objeto el estudio de la prueba, parte esencial de todo procedimiento, pues existe una relación esencial de causa-efecto entre prueba y sentencia, como revela el viejo apócope probare o socombere. Se estructura en dos partes diferenciadas. En una primera parte, titulada “Fundamentos y Procedimiento probatorio”, se abordan los grandes interrogantes del Derecho Probatorio, esto es, qué es la prueba, qué se prueba, quién prueba, cómo se prueba y cómo se valora la prueba. Junto a los temas dogmáticos más tradicionales -objeto, iniciativa de la actividad probatoria, carga de la prueba, presunciones y valoración de la prueba- se intenta dar una visión también completa de otros temas fundamentales, como el procedimiento probatorio -prestando particular atención a la prueba de oficio, las diligencias finales y al juicio de admisión de los medios de prueba-. En una parte, titulada "Los medios de prueba en el proceso civil", se efectúa un estudio de cada uno de los medios de prueba -interrogatorio de las partes, interrogatorio de testigos, prueba pericial, prueba documental, prueba electrónica y reconocimiento judicial-, con una visión centrada en la práctica diaria de los Juzgados y Tribunales y en los problemas que ha suscitado, superada la primera década de vigencia, la Ley 1/2000, de 7 de enero, de Enjuiciamiento Civil. En el análisis de cada uno de los medios de prueba se ha pretendido combinar la visión dogmática con la práctica forense, atendiendo tanto a la jurisprudencia emanada del Tribunal Supremo, cuanto a la conocida como "jurisprudencia menor", pues múltiples cuestiones procedimentales, originadas por la publicación y aplicación de la precitada Ley 1/2000, de 7 de enero, están recibiendo una respuesta en esta instancia.

**Albareda Vivó, Laura**

**Balaguer Franch, Maria Rosario**

**Murillo Bonvehí, David**

*Observatorio 2011 de la inversión socialmente responsable*

Barcelona: ESADE. Instituto de Innovación Social, 12/2011

196 p.

La sociedad es consciente de que necesitamos un sector financiero diferente del que tenemos. Con todo, no podemos dejar que la crítica actual, por razonada que sea, nos aparte de nuestra idea original: la ISR es parte de la solución, no parte del problema. Es una vía, un mecanismo útil y progresivo, para introducir responsabilidad, rendición de cuentas y transparencia en los mercados. Es también una caja de herramientas que sigue progresando y perfeccionando su aplicabilidad con clara vocación de universalidad. Es bajo esta particular luz que podemos analizar el patrimonio gestionado bajo criterios ISR en España, que a finales de 2010 ascendía a 15.201 millones de euros y contaba con 1.136.735 partícipes, un 40% más que el año anterior, con inversiones que contemplan criterios de gestión ESG. Y también nos podemos referir a los 31 fondos de pensiones que adoptan algún principio de inversión socialmente responsable. Queda mucho camino por recorrer. Pero esperamos que la distancia que tenemos por delante no oscurceza todo el camino ya recorrido.
Arenas Vives, Daniel
Bonache Pérez, Jaime Alfonso
Mendoza Mayordomo, Xavier
Puig Bastard, Pere
Oroval Planas, Josep M.
Trullén Fernández, Jordi

Retos de futuro de la multinacional española.
Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Arenas Vives, D.; Bonache Pérez, J.; Mendoza Mayordomo, X.; Puig Bastard, P.; Oroval Planas, J.;
Trullén Fernández, J.; et al.
Barcelona: ESADE Business School - Instituto Español de Comercio Exterior (ICEX), 06/2012
172 p.
Informe anual del Observatorio de la Empresa Multinacional Española (OEME); no. 3

En esta tercera edición del Informe del Observatorio de la Empresa Multinacional Española (OEME) se presentan los trabajos de investigación realizados a lo largo de más de un año y medio por un grupo de seis profesores y cuatro investigadores pertenecientes a cinco departamentos académicos (Economía, Política de Empresa, Ciencias Sociales, Dirección de Marketing y Dirección de Personas y Organización) y a tres centros de investigación de ESADE (Centro de la Marca, Instituto de Innovación Social y OEME).

Dolan, Simon
Psychologie du travail et comportement organisationnel (4th édition.)
Dolan, Simon; Gosselin, Eric; Carriýre, Jules
Montreal (Canadá): Gaetan Morin, 06/2012
536 p.

Ce dernier ouvrage est plus qu'une simple mise à jour, cette troisième édition du manuel Psychologie du travail et comportement organisationnel a été entièrement repensée et bonifiée de manière à consolider son rôle d'ouvrage d'introduction. Des thématiques actuelles ont été intégrées aux divers chapitres, ce qui permet de mieux saisir la synergie existant entre chacun des sujets ainsi que la complexité du comportement de l'individu en milieu de travail. Une nouvelle rubrique intitulée Perspective internationale, traitant des conséquences de la mondialisation sur les processus humains et structurel des organisations a également été ajoutée à chacun des chapitres.

Dolan, Simon
Coaching por valores
Madrid: LID Editorial Empresarial, 06/2012
237 p.
Acción empresarial

El autor resume en este libro toda su experiencia para ayudarte a mejorar tu calidad de vida tanto personal como profesional y la de las organizaciones. No lo hace con recetas mágicas sino centrándose en la máxima que resume todo su bagaje: la vuelta a los valores. Basándose en ella, plantea su propia metodología para auditar, clasificar y priorizar tus valores alineándolos con tus objetivos. Si los pones en práctica con medidas concretas, con toda probabilidad tu vida será mucho más llena y armónica, aumentará tu bienestar físico y mental y reactivarás tu estado de ánimo.
Lizanda Cuevas, José Manuel 
Abad Llavori, Carlos  
Contabilidad y fiscalidad de las combinaciones de negocios y otras operaciones societarias  
Barcelona: J. M. Bosch, 04/2012  
774 p.  
Colección de formación continua. Facultad de Derecho  
ESADE. Serie manuales y monografías; no. 3

El presente trabajo pretende ser un recorrido lo más completo posible, aunque limitado, por razones obvias de espacio, por las operaciones societarias desde el punto de vista económico con sus repercusiones contables y fiscales; desde la fecha de constitución de la sociedad hasta su extinción, pasando por las situaciones que, en mayor o menor medida, pueden acontecer entre ambos momentos (aumentos y reducciones de capital, operaciones con autocartera, etc.) y por otras que tienen carácter recurrente, como la aplicación del resultado. Como indica el mismo título de la obra, los diversos temas societarios se abordan desde la doble perspectiva indicada. Con este objetivo se ha intentado hacer referencia al tratamiento teórico jurídico mercantil imprescindible y aplicable a esta área de la contabilidad y, en la medida de lo posible, los autores han intentado ser lo más exhaustivos desde el punto de vista práctico mediante la exposición y resolución razonada de numerosos supuestos. El planteamiento teórico se completa con referencias a resoluciones y sentencias de tribunales económico administrativos y jurisdiccionales de diverso orden jerárquico, así como a la doctrina contable sentada por el ICAC, a través de sus resoluciones aún vigentes y respuestas a consultas, y a la doctrina administrativa más reciente desde el punto de vista fiscal, elaborada por la Dirección General de Tributos. En la vertiente práctica se ha prestado especial atención a las denominadas combinaciones de negocios, apartado especialmente complejo y novedoso, reguladas actualmente en las NRV 19ª y 21ª del PGC de 2007, primera norma en nuestro derecho positivo que lo aborda. Este tema ha sido de candente actualidad y, sin duda, lo seguirá siendo en un mundo donde el fenómeno de las concentraciones empresariales y otras formas de reorganización están a la orden del día. El ejemplar que el lector tiene en sus manos es fruto de una dilatada experiencia profesional de sus autores, ambos Inspectores de Hacienda del Estado, combinada con la impartición de cursos y conferencias en ESADE, en otros foros académicos relevantes y colegios profesionales de los ámbitos del derecho y la economía.

Oller Sala, Maria Dolors (ed.)  
Crisis, religión y espiritualidad. Una inspiración para el cambio  
Gómez, J. & Oller, M.D. (eds.)  
Madrid: Comisión General Justicia y Paz, 06/2012  
120 p.

Vivimos sumidos en una profunda crisis que no sólo es económica, sino también política, social, eclesial y de valores. Se impone para superar la crisis un cambio en los estilos de vida puesto que un mundo sostenible así lo exige. En el presente cuaderno se aborda el papel que puede jugar la religión, y más en concreto, la espiritualidad, en este cometido.

Planellas Arán, Marcel  
Urriolagoitia Doria Medina, Lourdes Elvira  
La alianza estratégica entre Grupo Vips y Fundación Hazloposible. Un ejemplo de colaboración empresa-ONG  
Barcelona: ESADE. Instituto de Innovación Social, 12/2011  
70 p.

Dentro del mundo académico se apunta hacia el estudio del desarrollo de alianzas estratégicas entre empresas y ONG pues, a pesar que existen profundos obstáculos, se considera que estas alianzas pueden crear valor económico y social. Para comprender el proceso de desarrollo de una alianza estratégica entre empresas y ONG se propone estudiar la relación entre Grupo Vips y la Fundación Hazloposible, que se ha mantenido viva durante más de diez años. En primer lugar se realiza la presentación de las dos organizaciones analizadas. Seguidamente se aplica el modelo del ciclo de vida a estos diez años de relación de colaboración, estudiando tanto las diversas etapas por las que ha pasado (formación, operación y desarrollo) como los períodos de revolución. Como conclusión se intentan extraer los factores de éxito de esta alianza estratégica entre Grupo Vips y Fundación Hazloposible.
Prandi, Maria (ed.)
Lozano, Josep Maria (ed.)
CSR in conflict and post-conflict environments:
From risk management to value creation
Bellaterra, Barcelona: UAB. Escola de Cultura de Pau; ESADE. Instituto de Innovación Social, 11/2011
p. 170

En los últimos años, las empresas han sufrido una pérdida de legitimidad y confianza (Lodge y Wilson, 2006) originada por una creciente conciencia sobre el muchas veces irresponsable comportamiento del sector privado y su correlato, la injusticia social y medioambiental (Epstein, 1987; Matthews, Goodpaster, y Nash, 1985). Al mismo tiempo, el compromiso de las empresas petroleras en la construcción de paz y el desarrollo ha sido visto con cierto cinismo por muchos que ven en él tan sólo un agente de distorsión del desarrollo político de Nigeria y de la perpetuación de su conflicto.

Rudolph, Thomas
Franch Bullich, Josep
Bauer, András
Diversity in European marketing: Text and cases
Rudolph, T.; Schlegelmilch, B.B.; Franch Bullich, J.; Bauer, A.; Meise, J.N.
Wiesbaden (Germany): Springer Gabler, 03/2012
264 p.

Given its unique heritage and diversity, Europe deserves and requires distinct marketing attention. This book offers a non-traditional perspective to European marketing by addressing up-to-date issues and challenges for marketers through short cases and relevant received theory. Specific student assignments further provide educators, who want to take a European perspective in their teaching, with probing discussion material and encourage readers to think ahead. All cases are written by expert academics of leading management schools in Europe, establishing diversity in culture and approaches. The topics are accordingly as diverse as its contributors and include case studies and insights on the European marketing and management of companies such as Aldi, Delhaize, DeLaval, Deutsche Bank, KFC, Kofola, Puma, and Vestas Wind Systems, among others.

Santiso Guimaras, Javier
The Oxford handbook of Latin American political economy
Santiso Guimaras, J.; Dayton-Johnson, J.
620 p.
Oxford handbooks in economics

Latin America's recent development performance calls for a multidisciplinary analytical tool kit. This handbook accordingly adopts a political-economy perspective to understand Latin American economies. This perspective is not new to the region; indeed, this volume consciously follows the approach pioneered by political economist Albert O. Hirschman a half century ago. But the nature of the political and economic processes at work in Latin America has changed dramatically since Hirschman's critical contribution. Military dictatorships have given way to an uneven democratic consolidation; agricultural or primary-product producers have transformed into middle-income, diversified economies, some of which are leading examples of emerging markets. So, too, the tools of political-economy have developed by leaps and bounds. It is therefore worthwhile to take stock of, and considerably extend, the explosion of recent scholarship on the two-way interaction between political processes and economic performance. A unique feature of the book is that it begins with a group of chapters written by high-level academic experts on Latin American economics and policies who also happen to be current or past economic policy makers in the region, including Fernando Henrique Cardoso (former president of Brazil), Andrés Velasco (former Chilean finance minister), Luis Carranza (former Peruvian finance minister), Martín Redrado (former governor of the Argentina central bank) and Luciano Coutinho (president of Brazil's national development bank). These contributors draw upon their academic expertise to understand their experience in the trenches of policy making.
Segarra Costa, Enric
La creativitat, un joc d'infants
Batet, M.; Segarra Costa, E.
Barcelona: Edicions i Propostes Culturals Andana,
10/2011
27 p.
Col.lecció aula emprendedora; no. 2

Aquest és un llibre per a grans (pares i educadors) i petits, que té l'objectiu d'ajudar a fer-nos sentir més segurs pel que fa a la nostra capacitat de generar noves idees i posar-les en pràctica.
BOOK CHAPTERS

Abat Ninet, Antoni
From popular sovereignty to constitutional sovereignty within the EU?
In Citoyennetés, voisinages et minorités en Europe / Citizenships, neighbouroods and minorities in Europe
Koper, J. & Rouet, G. (dirs.)
Paris (France): Bruylant, 04/2012
p. 105-116

Depuis la fin du XIXe siècle, citoyenneté(s) et nationalité(s) sont liées, dans des schémas qui laissent peu de place aux « peuples », à ces nations au sens commun, en particulier en Europe centrale et orientale, et qui ne semblent souvent trouver de délimitations qu’en tant que « minorités » culturelles. Cette conception de la nation ne s’appuie pas sur un couplage avec la citoyenneté mais bien sur une logique ethnique, linguistique, territoriale, historique, religieuse, globalement culturelle. L’« étranger » est alors celui d’une autre nation et son exclusion éventuelle n’est pas une conséquence de la souveraineté de l’État, phénomène induit justement par la définition nationale de la citoyenneté. Mais les mécanismes identitaires, dans une grande partie de l’Europe, ont abouti, avec une relative généralisation de l’assimilation de la citoyenneté à la nationalité, à une demande d’État, validée ou légitimée par une reconstruction historique et, souvent, mythique, l’apparition de nouvelles histoires nationales. La construction européenne a inventé, non pas une nationalité européenne (quand il s’agit de reconnaitre et valoriser la diversité), mais une citoyenneté d’un genre nouveau qu’il s’agit de mettre en perspective avec les mécanismes identitaires. Une citoyenneté au-delà des nationalités, donc. Les replis identitaires, du local au national, à travers toute l’Europe, peuvent être évidemment liés à des crises de la citoyenneté, notamment manifestées par les niveaux d’abstentions aux élections. De nouvelles exclusions, des politiques déficientes sont dénoncées alors qu’un large discrédit de la classe politique s’installe. De nouvelles frontières, symboliques et signifiantes, apparaissent ainsi, au sein même de l’Espace Schengen, au sein même des États membres. Pourtant, les citoyens changent leurs modes de participation ; les espaces publics, les espaces numériques transforment les cadres de la vie sociale et politique.

Alvarez Alvarez, José Luis
Educating contemporary princes and princesses for power
In The handbook for teaching leadership: Knowing, doing, and being
S. Snook, N. Nohria & R. Khurana (eds.)
p. 200-218

The last twenty-five years have witnessed an explosion in the field of leadership education. This volume brings together leading international scholars across disciplines to chronicle the current state of leadership education and establish a solid foundation on which to grow the field. It encourages leadership educators to explore and communicate more clearly the theoretical underpinnings and conceptual assumptions on which their approaches are based. It provides a forum for the discussion of current issues and challenges in the field and examines the above objectives within the broader perspective of rapid changes in technology, organizational structure, and diversity.
Añoveros Terradas, Beatriz
El impacto de la propuesta de revisión del reglamento 44/2001 en el régimen autónomo español de competencia judicial internacional en materia contratos de consumo
In Adaptaición de la legislación interna a la Normativa de la Unión Europea en materia de cooperación civil: homenaje al prof. Dr. Ramón Viñas Farré
A. Borras & G. Garriga (eds.)
Madrid: Marcial Pons, 02/2012
p. 265-288

El presente estudio se centra en el análisis del impacto que la nueva Propuesta de reglamento Bruselas I tendrá para el régimen autónomo español de competencia judicial internacional en materia de contratos celebrados con consumidores y las consecuencias de tal impacto. Se trata de un estudio jurídico-normativo no de un estudio empírico de las consecuencias que la reforma supondrá para los diferentes grupos implicados (jueces, consumidores, etc.). Como se verá, la regulación interna española es defectuosa y obsoleta por lo que celebremos las modificaciones propuestas, sin por ello dejar de mencionar algunos aspectos que nos parecen mejorable.

Arenas Vives, Daniel
Vilanova Pichot, Marc
La tensión local-global en la gestión de la RSE de las multinacionales españolas
Arenas Vives, D.; Ayuso, S.; Vilanova Pichot, M.
In Retos de futuro de la multinacional española. Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Mendoza, X. & Puig-Bastard, P. (eds.)
Barcelona: ESADE Business School - Instituto Español de Comercio Exterior (ICEX), 06/2012
p. 82-103

La gestión por parte de las empresas de los temas sociales y medioambientales se está convirtiendo en una actividad que requiere una perspectiva global, tal como sucede en otras áreas de la empresa como la calidad o el marketing. Sin embargo, debido a que muchos de los problemas e interlocutores son de naturaleza local, la gestión de la RSE no puede recurrir a fórmulas universales preestablecidas sino que debe al mismo tiempo adaptar y coordinar diferentes iniciativas, maneras de hacer y tradiciones locales. De hecho uno de los grandes debates de la RSE parece girar en torno a la posibilidad misma de establecer “una definición única, comprensiva y aplicable universalmente” de la RSE (Epstein, 1989, 585). Nos encontramos, pues, con una tensión entre concebir e implementar una RSE de tipo global y el de tener la flexibilidad y la capacidad de adaptación para tratar la RSE país por país.

Bonache Pérez, Jaime Alfonso
Trullén Fernández, Jordi
El reto de la integración global de las políticas de gestión del talento en la multinacional española
In Retos de futuro de la multinacional española. Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Mendoza, X. & Puig-Bastard, P. (coords.)
Barcelona: ESADE Business School - Instituto Español de Comercio Exterior (ICEX), 06/2012
p. 132-151

En el presente capítulo abordamos de forma exploratoria cuáles son las principales preocupaciones relacionadas con la gestión de Recursos Humanos de nuestras empresas en América Latina. Para ello, optamos por un procedimiento inductivo que consiste en preguntar a los propios directivos responsables de la gestión internacional del talento (en su mayoría ubicados en la empresa matriz) qué es aquello que concentra sus esfuerzos y atención dentro de esta área. Durante los meses de diciembre de 2010 y enero de 2011, realizamos 7 entrevistas con directores de Recursos Humanos (o equivalentes) de algunas de las empresas participantes en el Observatorio de la Empresa Multinacional Española (OEME) y dos entrevistas con expertos en gestión internacional del talento colaboradores del OEME.
Duplá Marín, Teresa
La regulación jurídica de las familias reconstituidas en el Codi civil català
In El nuevo derecho de familia en Cataluña
Barrada, R.; Garrido, M. & Nasarre, S. (dirs.)
Barcelona: J. M. Bosch, 11/2011
p. 1-20

La presente obra tiene por objeto el análisis de la nueva normativa y su comparación con el derecho derogado. En el trabajo se analiza la nueva regulación jurídica de las familias reconstituidas en el nuevo código civil catalán, derechos y obligaciones de los padrastros. Se ha sistematizado metodológicamente en varias áreas: protección de las personas, derecho patrimonial del matrimonio (en donde se analizan, entre otros, los clásicos temas de la vivienda familiar, la prestación compensatoria o el derecho de compensación por razón del trabajo), la regulación de las parejas de hecho, la mediación familiar, potestad y filiación, y los alimentos. Se ha acompañado los estudios con un análisis general de la nueva normativa y de algunos temas sucesorios que inciden en el derecho familiar. Por último, se ha prestado especial importancia a la práctica en derecho de familia, representada por la jurisprudencia y por las resoluciones gubernativas.

Duplá Marín, Teresa
El régimen jurídico en España de las familias reconstituidas o recompuestas: el caso de Aragón y el de Catalunya
In Miscellanea sul fenomeno giuridico
Mannino, V. (coord.)
Roma (Italia): Jovene Editore, 08/2012
p. 171-214

A la luz de los últimos movimientos acaecidos en torno al clásico modelo familiar matrimonial y a la ampliación del concepto clásico de familia, en el trabajo se presenta la actual y novedosa regulación jurídica en España de las denominadas, en el ámbito anglosajón, step families. Dos son las Comunidades Autónomas que han liderado este hecho histórico, en primer lugar Aragón, con una incipiente regulación en el apéndice foral de 1925, y en segundo, Cataluña en el nuevo libro segundo del Codi civil catalán.

Ginés Castellet, Nuria
Los pactos en previsión de ruptura matrimonial en el Derecho Civil de Cataluña: otorgamiento, contenido y eficacia
In La familia del siglo XXI: algunas novedades del Libro II del Código Civil de Cataluña
Ginés Castellet, N. (coord.)
Barcelona: J.M. Bosch Editor, 12/2011
p. 51-94

A propósito de la reciente regulación de los “prenuptial agreements” en el seno del ordenamiento jurídico-civil catalán, se analiza con detalle el régimen de su celebración, contenido y efectos.
Iñesta Codina, Anna
Towards an integrative unit of analysis:
Regulation episodes in expert research article writing
Iñesta Codina, A.; Castelló Badia, M.
In International advances in writing research: Cultures, places, measures
p. 421-448

Since the early nineties, the field of academic writing has increasingly captured the researchers' attention, partially due to the increasing relevance of writing and publishing for academics' careers. Research has mostly aimed at characterizing the writing process in either experimental writing tasks or in tasks proposed in the context of the classroom. Regarding the discourse genre, the argumentative essay has tended to focus the researchers' attention, while the sample has most frequently been composed of secondary or undergraduate students. Most of the studies specifically devoted to clarifying how writers manage, control and regulate writing have been concerned with identifying the strategies which appear to be most useful at different moments of the writing process. The results obtained in these studies have frequently ended up with lists of categories which make it difficult to portray writing regulation as a dynamic activity, especially if we understand it as a socially and culturally situated activity (Candlin & Hyland, 1999; Camps & Castelló, 1996; Castelló, Gonzalez, & Iñesta, 2010; Flowerdew & Peacock, 2001; Iñesta, 2009; Johns, 2002; Lea & Stierer, 2000). Indeed, current approaches to the study of self-regulation suggest the need to go beyond the analysis of isolated actions, identifying those patterns in which actions are organized and given a situated meaning (Järvelä, Volet, Summers, & Thurman, 2006). In this paper a study is presented which attempts to assess a new unit of analysis, the Regulation Episode (Castelló & Iñesta, 2007; Castelló, Iñesta, & Monereo, 2009; Zanotto, Monereo & Castelló, 2011), as a means to approach experienced researchers' regulation of a challenging task such as research article writing in a comprehensive way and find meaningful writing strategy patterns in ecological conditions.

Kalafatoglu, Tugba
Branding Asian Cities: Strategies and Practice
In Asian City Branding: Strategies and Practice
Chunying Wen; Hairong Li & Liu Xinxin (eds.)
Beijing (China): Communication University of China Press, 03/2012
p. 150-185

In addition to Seoul, the book introduces eight other Asian cities - Tokyo, Japan, and Nagoya, Singapore, Pusan, South Korea, Istanbul, Turkey, and China's Shanghai, Hong Kong, Shenzhen, in urban brand building, are excellent also different, reflecting each city must be based on its own history, culture, resources and vision to build the city brand philosophy.

Kalafatoglu, Tugba
The spread of culture under the umbrella of globalization
In Globalization and the digital divide
K. St. Amant & B. Olaniran (eds.)
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.
Martínez Ribes, Lluís
La experiencia del cliente desde el punto de vista del retail
In Customer Experience. Una visión multidimensional del marketing de experiencias
Ruiz, J.I. (ed.)
Madrid: CEMbook, 06/2012
p. 56-66

Este es un capítulo de un libro sobre experiencia de cliente en el retail. El concepto “experiencia de compra” como tal tiene sus raíces en 1973 cuando Philip Kotler hacía notar que “la atmósfera y el ambiente (de una tienda), es una herramienta de marketing” e indicaba que hay que diseñar los espacios y entornos teniendo en cuenta que éstos pueden producir ciertos efectos emocionales en el cliente, variando así la probabilidad de que compre.

Mendoza Mayordomo, Xavier
Pellegrini, Janina
La multinacional española ante la crisis: respuestas y perspectivas
In Retos de futuro de la multinacional española. Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Mendoza, X. & Puig-Bastard, P. (coords.)
Barcelona: ESADE Business School – Instituto Español de Comercio Exterior (ICEX), 06/2012
p. 56-81

En el capítulo se analiza el impacto de la crisis en el desarrollo internacional de las multinacionales españolas. El análisis se estructura en torno a tres grandes preguntas: ¿cómo está afectando la crisis al comportamiento inversor de las empresas españolas en el exterior?, ¿cómo están evolucionando los resultados de las filiales y participadas en el exterior de las empresas españolas?, y por último, ¿qué cambios visibles se están produciendo en la estrategia internacional de dichas empresas en respuesta a la crisis?

Mendoza Mayordomo, Xavier
Puig Bastard, Pere
Síntesis y conclusiones
In Retos de futuro de la multinacional española. Retos de futuro de la multinacional española. Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Mendoza, X. & Puig-Bastard, P. (coords.)
Barcelona: ESADE Business School – Instituto Español de Comercio Exterior (ICEX), 06/2012
p. 152-164

En este Tercer Informe, el OEME analiza tanto la respuesta que las multinacionales españolas han dado a la situación creada tras la crisis financiera global de 2008 como sus perspectivas a medio plazo. En este sentido, se aportan elementos de análisis y reflexión así como recomendaciones –basadas en las experiencias de un grupo de multinacionales españolas–, sobre cómo abordar algunos retos clave de futuro relacionados con la internacionalización de las marcas españolas, la integración global de las políticas de gestión del talento y la tensión local-global en la gestión de la RSE. Retos todos ellos que cobran especial relevancia en el contexto de los mercados emergentes.
Noethen, Daniela
Der einfluss von Führungskräften auf Einstellungen und Verhaltensweisen ihrer Mitarbeiter und Konsequenzen für relevante Handlungsfelder im demografischen Wandel
Noethen, Daniela; Voelpel, Sven
In Den demografischen Wandel meistern: Eine Frage der Passung. Ergebnisse des 'demopass' Projekts
Staudinger, U.M.; Godde, B. & Heidemeie, H. (Hg.)
Bielefeld (Germany): W. Bertelsmann Verlag (wbv), 09/2011
p. 79-96


Oller Sala, Maria Dolors
¿Qué espiritualidad se requiere para superar colectivamente la crisis? Otra manera de vivir es posible.
In Crisis, religión y espiritualidad. Una inspiración para el cambio.
Oller Sala, M.D. & Gómez, J. (eds.)
Madrid: Comisión General Justicia y Paz, 06/2012
p. 85-120

Vivimos sumidos en una profunda crisis que no sólo es económica, sino también política, social, eclesial y de valores. Se impone para superar la crisis un cambio en los estilos de vida puesto que un mundo sostenible así lo exige. En el presente cuaderno se aborda el papel que puede jugar la religión, y más en concreto, la espiritualidad, en este cometido.

Oroval Planas, Josep M.
Varela Otero, Ana María
Retos en la internacionalización de las marcas españolas
In Retos de futuro de la multinacional española. Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Mendoza, X. & Puig-Bastard, P. (coords.)
Barcelona: ESADE Business School - Instituto Español de Comercio Exterior (ICEX), 06/2012
p. 104-131

Las empresas españolas compiten en un mercado que tiende a ser cada vez más global. Incluso aquellas empresas cuya estrategia se circunscriba a su mercado local, tendrán que afrontar aquí también la competencia de empresas y marcas internacionales. Por otro lado, en este contexto de progresiva globalización, las empresas españolas ya no pueden esperar competir con éxito y de manera sostenible únicamente por precio, ni tan siquiera por la calidad de su oferta. Los productos y servicios tienden a ser cada vez más parecidos y la calidad se ha convertido en una condición necesaria pero no suficiente. La verdadera diferenciación para que las empresas españolas puedan conseguir ventajas competitivas sostenibles en el mercado global está en sus marcas.
Puig Bastard, Pere
Apertura e internacionalización de la economía española ante el incierto escenario de una futura recuperación
In Retos de futuro de la multinacional española. Tercer informe anual del Observatorio de la Empresa Multinacional Española (OEME)
Mendoza, X. & Puig-Bastard, P. (coords.)
Barcelona: ESADE Business School - Instituto Español de Comercio Exterior (ICEX), 06/2012
p. 10-55
Los resultados que presentamos en este capítulo tratan de determinar en qué áreas o sectores se están produciendo transformaciones importantes, tanto en materia de posicionamiento exterior de las inversiones empresariales como de penetración de las exportaciones en diversas áreas o mercados, habida cuenta de su localización y características básicas, de la capacidad competitiva de nuestra economía, de la especialización productiva del conjunto de las empresas y de los sectores afectados.

Sellarés Serra, Jorge
Términos: ayuda logística, compensación de intereses, conflict check, cláusula mariposa, disponibilidad
In Diccionario terminológico del arbitraje nacional e internacional (comercial y de inversiones)
Collantes, J.L. (ed.)
Lima (Perú): Estudio Mario Castillo Freire, 09/2011
Contribución a un diccionario colectivo de términos arbitrales con 5 entradas: Ayuda logística (infraestructura necesaria para el arbitraje), compensación de intereses (ejecución de la diferencia entre las pretensiones de las partes), “conflict check” (comprobación de no tener conflictos de intereses), cláusula mariposa (limitación de usos de software por contrato que incluye el arbitraje) y disponibilidad para ser árbitro (con tiempo y sin otros asuntos).

Tzafrir, Shat
Dolan, Simon
Exploring the aetiology of positive stakeholder behavior in global downsizing
Tzafrir, S.; Chalutz Ben-Gal, H.; Dolan, S.
In Downsizing: Is less still more?
Cooper, C.L.; Pandey, A. & Quick, J.C. (eds.)
p. 389-417
This chapter offers an integrated view between a universal model of downsizing and a country-specific perspective. It's organized in the following manner. We start by providing a review of the global perspective on downsizing, as well as the main causes and origins; in the following sections we propose a multilevel (Klein and Kozlowski, 2000), multifactor approach as a framework for analyzing the consequences of downsizing in cross-cultural terms, and finally, we point out some practical implications. In order to provide a wider perspective on the topic of downsizing among multinational corporations, we conducted semi-structured interviews with professionals who had participated and/or led downsizing initiatives in their professional careers in multinational corporations.
OTHER CONTRIBUTIONS TO BOOKS

Lozano Soler, Josep M
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In La ética en las instituciones sanitarias: entre la lógica asistencial y la lógica gerencial
Barcelona: Fundación Víctor Frígols i Lucas, 03/2012
p. 7-10

Martínez Ribes, Lluis
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In Nada es imposible
Barcelona: Alienta Editorial, 09/2011
p. 161-162

Picó Junoy, Joan
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In Técnica procesal. 25 años de estudios forenses
Barcelona: J.M. Bosch Editor, 01/2012
p. 15-17

Sauquet Rovira, Alfons
Introduction
Morsing, Mette; Sauquet Rovira, Alfons
In Business schools ant their contribution to society
business schools as usual
p. 17-22

Sauquet Rovira, Alfons
Vilanova Pichot, Marc
Epilogue
Sauquet Rovira, Alfons; Morsing, Mette; Vilanova Pichot, Marc
In Business schools and their contribution to society
p. 540-560
Arjona Sebastià, César
Apuntes para una deontología jurídica más allá de la soberanía estatal
Congreso UNIJES 2012
Universidad de Deusto. Facultad de Derecho
Bilbao, 26/06/2012

Batista Foguet, Joan M.
Boyatzis, Richard
What are our students learning? Outcome assessment: Learning, development and accreditation
2012 Annual Meeting of the Academy of Management
Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 10/08/2012

Batista Foguet, Joan M.
Revilla, Melanie Audrey
Saris, Willem Egbert
Boyatzis, Richard
Serlavós Serra, Ricard
Reassessing the effect of survey characteristics on Common Method Variance in emotional and social intelligence competencies assessment
RC-33 University of Sidney
The University of Sydney
Sidney (Australia), 09/07/2012 - 14/07/2012

En un mundo en el que el poder de creación jurídica se ha descentralizado, pluralizado y transnacionalizado, y en el que el monopolio de la autoridad estatal "westfaliana" está en entredicho, existen muchas actividades en las que el jurista no está legitimado en su desconsideración de las cuestiones morales. Es necesario abandonar las "comfort zones" (Scott) y formular nuevos modelos deontológicos, allí donde estos sean necesarios. En este nuevo estado de cosas, el jurista tiene un rol más importante y por ello más responsabilidad.

We can use methodological rigor to address an age old question: What are our students learning? It is the ultimate act of integrity of faculty to go beyond an input orientation and focus on what we are teaching, to an output orientation and focus on what the students are learning. Of course, learning would require evidence beyond the self-serving tests faculty administer. To address program impact, as of the early 1990's, only a few management schools had conducted student-change outcome studies which compared their graduates to their students at the time of entry into the program (Albanese et al., 1990). Today, many schools have conducted other types of outcome studies, namely studies of their alumni or studies with employers and prospective employers. Some schools have examined the student-change from specific courses (Bigelow, 1991; Specht & Sandlin, 1991). Student-change outcome studies have been a focus in undergraduate programs (Astin, 1993; Pascarella & Terenzini, 1991; Mentkowski & Associates, 2000; Winter et al., 1981), but still relatively little has been documented about the effects of graduate programs.

Reviewers of papers in business research often reject papers that using a single method for data collection, arguing with the argument that the results cannot be trusted on account of because of Common Method Variance (CMV). This idea is inspired by Campbell and Fiske (1959). Recently, Organizational Research Methods (2010) devoted particular paid special attention to this problem. In that issue, it turns out that it is not so clear what CMV is and how great its large the effect is. In this context we will report on a within-subject, split-ballot multi-trait multi-method experimental design for estimating that allows to estimate CMV for a specific method (length of the response scale) and the effect of a common data collection method (self-reporting of behaviour) related to Emotional and Social Competencies. Results show that there is indeed CMV, but the effect of this common variance is much smaller than the effect of the random errors. This result deviates from the conclusion of Lance et al. (2010) that these two effects cancel each other out. This study agrees with previous research suggesting that random errors should receive get at least as much or even more reviewer attention of reviewers than than CMV.
Bell, Roger
Teaching ethics as a cultural phenomenon
IACCM 2012
International Association of Cross-Cultural Competence (IACCM); Università Parthenope di Napoli Naples (Italy), 20/06/2012 - 22/06/2012

This is a practical paper about teaching experience in cross-cultural management in ESADE. Cross-cultural perceptions of ethical behaviour in business are a major issue for managers at global level. Much of our work is concerned with helping students appreciate the ethnocentric nature of our views. Using Milton Bennett’s DMIS, cultural intelligence questionnaires, Gudykunst instruments for effective intergroup communication, Ting-Toomey’s on constructive intercultural conflict management, studies of stereotypes and approaches for dealing with them, we encourage students to adopt more ethno-relative positions.

Busquets Carretero, Xavier
Exploring the role of social networks in banking

In this abstract we provide a research in progress description about a joint effort between Academia, a major bank in Spain and IBM in order to better understand how social media may help financial institutions to boost innovations in services. Main question for banks (and for this research) is how to better understand customer intentions and "social forces" that may combine economic, technological and social aspects. We believe that banks need to (1) understand how to position in order to generate and absorb value and (2) learn how to use technological components to promote service innovations to sell, de-commoditize products and standard services leading to new organizational functions.

Busquets Carretero, Xavier
Digitally enabled business models: The case of social networks in banking
SRII Global Conference 2012
Service Research and Innovation Institute (SRII) Silicon Valley, San José, Calif. (U.S.), 24/07/2012 - 27/07/2012

In this paper we present the preliminary results of the study on possible future banking business models in the presence of social networks. We use grounded theory and scenarios in uncertainty to propose them. This paper is the result of a two-year project among academic institutions in Spain and USA, Banco Sabadell the 5th bank in Spain, and IBM (Banking Sector and Research).

Carpi Martín, Rebeca
Derecho privado y globalización no consciente: principios, medios y remedios
Congreso UNIJES 2012
Universidad de Deusto. Facultad de Derecho Bilbao, 25/06/2012 - 27/06/2012

El paper apuesta por la hipótesis, ya trabajada en la doctrina jurídica anglosajona, de que el proceso de globalización del Derecho en el ámbito de las relaciones jurídico-privadas puede existir al margen de intervenciones estatales e institucionales destinadas a unificar o armonizar el Derecho privado, y expone algunos ejemplos de cómo se lleva a cabo ese proceso de globalización espontánea y no dirigida, aprovechando la flexibilidad que caracteriza al Derecho privado en el desempeño de su función esencial de tutela y realización de las aspiraciones y necesidades de los sujetos inmersos en un modelo sociedad, ahora global en buena medida. Ello mediante el vehículo esencial de las normas abstractas y en su mayoría dispositivas que configuran ese Derecho privado y que permiten a los sujetos privados la estructuración y gestión de relaciones jurídico-privadas conforme a modelos extrados de ordenamientos estatales diversos, seleccionando dentro de aquellos las soluciones que mejor se acomoden a los fines perseguidos en esa concreta relación. Lo anterior puede resultar especialmente trascendente aplicado a los denominados "global wrongs", esto es, aquellos daños e ilícitos perpetrados a la esfera jurídica individual de manera masiva (como los derivados de la crisis financiera generalizada), que trascienden al sujeto concreto y pueden considerarse como lesiones globales, en el sentido de compartidas por una colectividad a nivel internacional, que reclaman una respuesta jurídica global. Esa respuesta podría generar en el seno del Derecho privado, facilitada por la elasticidad que lo caracteriza en todos los ordenamientos jurídicos occidentales como consecuencia del principio de autonomía de la voluntad que todos ellos consagran y que permite, al menos en hipótesis, conjugar soluciones jurídicas de origen diverso en el diseño de nuevos remedios.
Castiñeira Jerez, Jorge

La alteración sobrevenida de las circunstancias en las más modernas propuestas para la unificación del derecho de contratos

Congreso UNIJES 2012
Universidad de Deusto. Facultad de Derecho
Bilbao, 25/06/2012 - 27/06/2012

Si se atiende a las propuestas que en los últimos tiempos están surgiendo para la unificación del derecho de obligaciones y contratos, se apreciará que la alteración sobrevenida de las circunstancias no es una figura de derecho excepcional. La alteración sobrevenida de las circunstancias es una más de las vicisitudes normales del contrato. Esa normalidad no solo deriva de la inclusión expresa de la figura en estas propuestas sino también de sus requisitos de aplicación y de su enroque en la teoría general de las obligaciones y del contrato. La alteración sobrevenida de las circunstancias merece un trato diferenciado en cada una de las propuestas que se estudian en el trabajo. Aun así, todas las propuestas y regulaciones plantean los mismos problemas y cuestiones. En el trabajo se analizan algunos de esos problemas y, en particular, la compatibilidad de la institución del cambio de circunstancias con el principio pacta sunt servanda.

Di Lorenzo, Francesco

Almeida, Paul

Parada Balderrama, Pedro

Aspirations, performance and changes in partnering behavior: Evidence from the pharmaceutical industry 1990-2006

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.

Dolan, Simon

Women in the informal economy: Listening to their voices and improving their lives through caring action research projects

2012 Academy of Management Annual Meeting
Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 07/08/2012

How do we, as management scholars and practitioners, advance the power, earnings, and opportunities for women who work in the informal economy? How do we promote “decent work” for women in all geographic and economic arenas-and improve their perceived and real value? Employment in the informal economy reaches 45 to 60 percent in non-agricultural GDP (Chen 2000). This figure does not include women’s unpaid housework and caregiving activities, or paid roles in home-based remunerative work, street vendor-ships, prostitution, or sex trafficking. Women in these roles are poor. They are not afforded basic human rights, social protections, or social dialogue. Yet, women and girls have been found to be the critical lynchpin for socioeconomic progress across the globe. The goal for this PDW is to create an exciting conversation between academics and practitioners across disciplines and Academy divisions who want to design real-world projects to help women in the informal economy find their voice and improve their lives with action-oriented care and “decent work” (Chant and Pedwell 2008). Action Research methods will be used to bridge research with experience in practice-grounded roundtables, where ideas will be organically nurtured, collaboratively developed, and/or critiqued. Participants are invited to propose their own project (in embryo or development stage) or join others presented.
Dolan, Simon
Rethinking the informal and formal economies: Measures, management, and metamorphosis
2012 Academy of Management Annual Meeting
Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 07/08/2012

How can we use new measurements and management mindsets to recognize the economic value of the informal economy in order to create a more caring and sustainable world? How do we create real social and human wealth across the globe? What gets in the way? What are the key drivers that enable a society to create and support the development of the full human capacities of every individual throughout the whole human life course? How do we measure these drivers? What are the implications for both the formal and informal economic sectors as we move from a manufacturing to a knowledge/service economy? This All-Academy Theme Symposium re-examines the mindsets and measurements that have been used to guide our assumptions and behaviors-many of which have led to the development of societies and organizations that are not capable of perpetuating themselves in the renewal of human and social capital or creation of real wealth. In today's knowledge/service economy, new forms of capital and wealth drive our society yet our measurements do not recognize these changes. We need new measures, mindsets, and values as well as a new vision for a caring, sustainable world in order to develop real human and social wealth across the globe and create a socio-economic and human system which is adaptive, efficient, and vital. Here, we bring together four thought leaders who elevate the need for change, contemplate solutions, and energize and engage the audience with open dialogue and hope.

Dolan, Simon
Meet the editor
Equality Diversity and Inclusion Conference 2012
Equality Diversity and Inclusion (EDI)
Toulouse (France), 23/07/2012 - 25/07/2012

The art of publishing in ISI Journal. Observations made by the Editor-in-Chief of cross Cultural Management. Part of a session on "Meet the Editors".

Dolan, Simon
Coaching and managing by values: An innovative framework for attracting, retaining and motivating global talent
2nd International Conference on Cross-Cultural Management
Shanghai International Studies University (SISU);
Shanghai Management Science Institute (SMSI);
China National MBA Education Supervisory Committee (NMESC)
Shanghai (China), 18/12/2011

The presentation was about the content of a new book: Coaching by Values, that was published in 2011 by iUniverse. The logic for the new school of thought in the broader field of coaching is argued. Content, methodology and tools are described.

Dolan, Simon
Bao, Yuanjie
The meaning of values and its respective work culture as manifested by Chinese public sector employees: An exploratory analysis based on a tri-axial model
13th Biennial Conference of The International Society for the Study of Work & Organizational Values (ISSWOV)
International Society for the Study of Work and Organizational Values (ISSWOV)
Donapaula, Goa (India), 24/06/2012 - 27/06/2012

This exploratory study investigates the meaning of work values and its respective dominance in the Chinese public sector. The tri-axial model (Dolan et al., 2006) is used to categorize, clarify, as well as prioritize values. 252 employees working in various public sector services responded to an online value questionnaire in 2011. Results enables mapping of the values and showing important differences in attributing meaning of values on one hand and clear domination of some value axis over others on the other hand. Results also show the gender and family role plays an important role in attributing meanings to values and in perceiving the culture in the public sector. The implications for public sector management within a context of value congruency and incongruence are discussed (Bao, Vedina, Moodie, & Dolan, 2012 In press).
Dolan, Simon
Canhilal, Sükrüye Kübra
Mapping values in the old vs. the new members of the European Union: Comparative analysis of public sector cultures
Dolan, S.; Canhilal, S.K.; Capell, B.
13th Biennial Conference of The International Society for the Study of Work & Organizational Values (ISSWOV)
International Society for the Study of Work and Organizational Values (ISSWOV)
Donapaula, Goa (India), 24/06/2012 - 27/06/2012

How can we map cultures across boundaries in a parsimonious and systematic manner? What are the key differences in the culture and values of public service organisations in old and new EU member states? This paper aims to answer these questions. A conceptual tri-axial model is presented (Dolan, 2011) and the results of a multi-national study of four countries (two long time members of the EU and two newcomers) are discussed. The results show differences in value orientation between the two groups of countries: the public sector in the old EU member states appears to be more ethically and less pragmatically oriented than in the new EU member states. Findings show that in the new member states value congruence is very high across demographic groups, in contrast to the situation encountered in the old EU member states. A discussion follows with a focus on ways to enhance collaboration between the respective public sectors.

Dolan, Simon
Moodie, Scott William
Engagement vs. burnout: An examination of the relationships between the two concepts within the framework of the JDR model
Dolan, S.; Moodie, S.W.; Ronald, B.
2012 Academy of Management Annual Meeting Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 07/08/2012

The precise relationship between the positive psychological state of work (i.e. engagement) and the negative psychological state (i.e. burnout) has been receiving an increased attention. Some view these as opposite states on the same or similar continuum, while others take the position that they represent different biobehavioral spheres. Both states exhibit significant correlations to job demands and resources, elements of physical and mental wellbeing, and to each other. This study expands our knowledge of the phenomena of engagement and burnout by analyzing their separate and joint manifestations. Using a large sample of 2,094 nurses, respondents were segmented into quadrants that represent a 50/50 (median split) of Engagement and Burnout. The four resulting quadrants were examined in a series of analyses including logistic regression and ANOVAs. This configurational approach allowed us to examine both inverse and concurrent states of Engagement and Burnout. The findings suggested that engagement and burnout were generally inversely related (67% of the sample) but could be manifested concurrently at either extreme (33% of the sample). Burnout was chiefly driven by work demands as both quadrants of low burnout had lower demands and both quadrants of high burnout had higher demands. Engagement was primarily driven by resources and affinity. Social support acted independently by aligning with states of burnout. Worker health was primarily driven by burnout wherein both states of low burnout exhibited better health and both states of high burnout exhibited poorer health.

Dolan, Simon
Vedina, Rebekka
Well-being among elder employees in companies experiencing restructuring: The Spanish story
13th Biennial Conference of The International Society for the Study of Work & Organizational Values (ISSWOV)
International Society for the Study of Work and Organizational Values (ISSWOV)
Donapaula, Goa (India), 24/06/2012 - 27/06/2012

This explorative study aims at finding the effects of organisational restructuring on older workers’ well-being. A cross-sectional survey was conducted in companies in Catalonia region in Spain, which have implemented restructuring prior to the study. The sample consists of 89 respondents, 46 of which are 50 years old and older (26 males, 20 females) and 43 are younger than 50 (19 males and 24 females). Shirom-Melamed Burnout Measure (SMBM: Shirom & Melamed, 2006) was used for measuring burnout and scales developed by Arsenault & Dolan (1983) were used for measuring anxiety and depression. It was found that layoffs contributed significantly to the respondents’ burnout and depression levels. This effect diminished if the respondent had a managerial position, but was not as much influenced by managerial and co-workers’ support as was expected. In this data set social support does not play a substantial mitigating role in the impact of the layoffs, besides some modest contributions at certain levels. Co-workers’ general support is highly positively correlated with...
co-workers' handling of the change and negatively correlated with anxiety only among the younger employees, while negatively related to physical burnout only among elder employees. Elder employees tend to perceive implementation of changes more negatively than their younger counterparts, which may be reflected in their higher anxiety level.

Dumitrescu, Ariadna
Market frictions, investor sophistication and persistence in mutual fund performance
Dumitrescu, A.; Gil Bazo, J.
CEPR European Summer Symposium in Financial Markets
Center for Economic and Policy Research (CEPR)
Gersenze (Switzerland), 22/07/2012 - 27/07/2012

Comisión Nacional del Mercado de Valores
Comisión Nacional del Mercado de Valores (CNMV)
Madrid, 25/06/2012 - 25/06/2012

GREF Seminar
GREF-ESADE
Barcelona, 04/05/2012 - 04/05/2012

VIII Workshop in Public Policy Design: Financial System Perspectives and the Crisis
Universitat de Girona
Girona, 30/05/2012 - 01/06/2012
Universitat Pompeu Fabra, seminario invitado
Universitat Pompeu Fabra (UPF)
Barcelona, 21/06/2012 - 21/06/2012

If there are diseconomies of scale in asset management, any predictability in mutual fund performance will be arbitrated away by rational investors seeking funds with the highest expected performance (Berk and Green, 2004). In contrast, the performance of US equity mutual funds persists through time. In this paper, we report evidence that persistence is less prevalent among hard-to-find funds and investigate whether market frictions can reconcile the assumptions of investor rationality and diseconomies of scale with the empirical evidence. In particular, we extend the setting of Berk and Green (2004) to include entry costs and account for investor heterogeneity in financial sophistication, which we model as differences in reservation returns and the degree of financial constrainedness across investors. We show that for low levels of managerial skill, more visible funds, which are available to a broad set of investors, underperform less visible funds, which are only available to the most sophisticated investors. As managerial skill rises, funds with less sophisticated investors can outperform funds with more sophisticated investors, as a consequence of the interaction of entry costs with financial constraints. Therefore, for a range of managerial skill, hard-to-find funds exhibit less dispersion in equilibrium expected performance. Using data on US equity mutual funds in the 1996-2010 period and different proxies for fund visibility, we find empirical evidence that differences in observed performance are significantly less persistent among hard-to-find funds than otherwise similar funds.

Dumitrescu, Ariadna
Limited investors participation, fund flows and performance persistence
Seminario Invitado Darden School of Business, University of Virginia

If there are diseconomies of scale in asset management, any predictability in mutual fund performance will be arbitrated away by rational investors seeking funds with the highest expected performance (Berk and Green, 2004). In contrast, the performance of US equity mutual funds persists through time. In this paper, we report evidence that persistence is less prevalent among hard-to-find funds and investigate whether market frictions can reconcile the assumptions of investor rationality and diseconomies of scale with the empirical evidence. In particular, we extend the setting of Berk and Green (2004) to include entry costs and account for investor heterogeneity in financial sophistication, which we model as differences in reservation returns and the degree of financial constrainedness across investors. We show that for low levels of managerial skill, more visible funds, which are available to a broad set of investors, underperform less visible funds, which are only available to the most sophisticated investors. As managerial skill rises, funds with less sophisticated investors can outperform funds with more sophisticated investors, as a consequence of the interaction of entry costs with financial constraints. Therefore, for a range of managerial skill, hard-to-find funds exhibit less dispersion in equilibrium expected performance. Using data on US equity mutual funds in the 1996-2010 period and different proxies for fund visibility, we find empirical evidence that differences in observed performance are significantly less persistent among hard-to-find funds than otherwise similar funds.
Duplá Marín, Teresa
Bardají Gálvez, Lola
Hacia un régimen económico matrimonial europeo: participación en ganancias. Especial referencia al Libro II del Código civil de Catalunya
Congreso UNIJES 2012
Universidad de Deusto. Facultad de Derecho
Bilbao, 25/06/2012 - 27/06/2012

El trabajo analiza la creciente aceptación en Europa y en nuestro país del régimen económico matrimonial de partición en ganancias y especialmente la nueva regulación de la compensación por razón del trabajo del libro segundo del código civil catalán y sus efectos en el régimen de separación.

Forte Arcos, Santiago
Lovreta, Lidija
Credit risk discovery in the stock and CDS markets: Who leads in times of financial crisis?
VIII Workshop in Public Policy Design
Universitat de Girona (UdG)
Girona, 30/06/2012 - 01/07/2012

In this paper, we analyze the dynamic relationship between CDS spreads and stock market implied credit spreads for a large set of European companies during the period 2002-2008. We document that the stock market’s informational dominance reported in previous studies holds only in times of financial crisis. During tranquil times, the CDS market’s contribution to price discovery proves to be equal or higher than that of the stock market. In addition, we find that the credit risk level of the company has a positive effect on the information share of its stocks beyond the effect of the overall state of the economy. These conclusions are not in contradiction with the argument of insider trading in credit derivatives. Along with previous results, we provide evidence of a positive relationship between the presence of severe credit downturns and the information share of the CDS market.

Fosse, Jeremie
Arenas Vives, Daniel
Business going green: Desso case of corporate transformation through radical eco-innovation
EABIS 11th Annual Colloquium
European Academy of Business in Society (EABIS)
Lausanne (Switzerland), 02/04/2012 - 04/04/2012

Our society is currently facing an unprecedented series of crises in modern history --financial, economic, industrial and environmental crises--as a consequence of an unsustainable development model based on the mismanagement of our scare social and natural resources. However, like in the natural ecosystems, crises offer opportunities for evolution. Visionary companies lead the change of their business models to work towards a more sustainable future based on natural resource efficiency, the development of eco-innovative products and services and the empowerment of eco-consciousness customers and citizens. The businesses engaging in this “green economy” are nowadays obtaining a key competitive advantage, being recognised clearly as leaders within their sector. In this theoretic and empirical research at international scale, we have studied the literature of change management and corporate sustainability, from which we constructed a framework for organizational transformation towards green business. Then, we have examined different companies that are leading this strategic change to confirm the validity of our model and illustrate the different stages of the transformation process. Finally we have chosen to focus on Desso company, a Dutch carpet manufacturer, that is using radical eco-innovation to transform its business model.
Franch Bullich, Josep
Google: In or out of China?
Franch Bullich, Josep; Zuhorn, Leonie
NACRA 2011 Annual Meeting
North American Case Research Association (NACRA)

At the beginning of 2010, Google was the world's most popular online search engine. It offered targeted search results from billions of webpages. Available in 120 languages, the company operated domains in 144 countries. Google's market share in the global search engine market was estimated at 85%. Although Google was already present in China with its international search engine, google.com, the company had decided to enter the market with a domestically-run site in 2006. However, in order to be allowed to operate the search engine in China, Google had to accept the Chinese government's censorship regulations. With the launch of google.cn, the company hoped to improve its competitiveness against its biggest Chinese rival, Baidu, and to capture more share of this highly potential market. But although Google's market share steadily increased until 2009, it was still far from equaling Baidu's market leadership. The company also had various problems with Chinese authorities. Then, in December 2009, Google was the victim of highly sophisticated cyber-attacks aimed at acquiring personal information from the Gmail accounts of various Chinese human rights activists. Those attacks led Google to reconsider its business strategy in China. In January 2010, the company publicly announced that Google would stop censoring its search results in China and that the company had not ruled out the possibility of shutting down its operations in China in case the Chinese government did not accept "Google's new approach to China."

Franch Bullich, Josep
Montalvo Garcia, Adolfo
Dan Samstron's dilemma
NACRA 2011 Annual Meeting
North American Case Research Association (NACRA)

Dan Samstron has finished his fifth case study. Feedback reveals a good product in terms of analytical and interdisciplinary depth and format. Dan has progressively adapted the case method by pursuing a strategy of learning by doing that fits his personality and teaching style. This means he is at ease with his personal values. His approach aligns with what the department's boss, Angus Castle, expects from him; and with the culture of his institution (the Barcelona Management School or BMS for short). However Dan feels that there is still has scope for improvement in the way he uses the case method and he is toying with the idea of 'pushing the envelope' to foster greater student learning. Aldo Mount, a pedagogical advisor, is offering advice to Dan regarding 'cold calling' students in the case discussion, a technique seldom used and often criticised at the BMS.

Chavez Clavijo, Roberto
Giménez Thomsen, Cristina
Customer integration, information sharing and operational performance: A relational view
Chavez Clavijo, R.; Giménez Thomsen, C.; Van Donk, D.P.; Van der Vaart, T.
19th International Annual EurOMA Conference European Operations Management Association (EurOMA)
Amsterdam (Netherlands), 01/07/2012 - 05/07/2012

Prior research has concentrated on the effect of information sharing rather than its relational antecedents. Using the relational view, we propose an integrative model that examines the relationship between customer integration, information sharing and operational performance, namely delivery and flexibility. Data for the study was collected from 154 companies in The Netherlands and Spain, and the relationships proposed were tested through regression analysis. The evidence strongly suggests a positive association between customer integration and information sharing. Furthermore, our findings also suggest that information sharing fully mediates the relationship between customer integration and delivery, but not with flexibility.
Giménez Thomsen, Cristina
Green supply chain management strategies in Spanish firms
Giménez Thomsen, C.; Mendonça Tachizawa, E.; Montes Sancho, M.J.
XXI Congreso Nacional de ACEDE
Facultat de Ciències Econòmiques i Empresarials. Universitat de Barcelona

Green Supply Chain Management (GSCM) is an increasingly important topic in Operations Management research, as evidenced by recently published papers in top journals (e.g. Zhu et al., 2008; Vachon and Klassen, 2008). However, partly due to the lack of consensus in the literature, researchers continue to struggle with identifying a clear, unified framework for Green Supply Chain Practices (Vachon and Klassen, 2006). In this paper, we posit the idea that these GSCM practices can be combined to form diverse strategies, more specifically, the following research questions are proposed: (1) How do firms combine managerial practices to form GSCM strategies? (2) Which are the variables that affect that decision? (3) Which are the results of the different GSCM strategies? Using cluster analysis, we identified three main GSCM strategies, which were contrasted using environmental drivers, context and performance variables.

Giménez Thomsen, Cristina
Sierra Olivera, Vicenta
Approaches and performance implications of green supply management: An empirical study
Mendonça Tachizawa, E.; Giménez Thomsen, C.; Sierra Olivera, V.; Montes Sancho, M.J.
19th International Annual EurOMA Conference
European Operations Management Association (EurOMA)
Amsterdam (Netherlands), 01/07/2012 - 05/07/2012

The main objective of this study is to analyze the complex interrelationships among environmental drivers, Green Supply Management (GSM) approaches and performance. Most of the studies assume that there is a single approach to GSM, although evidence suggests that there are multiple approaches, e.g. assessment and collaboration. Thus, the purpose of this paper is to contrast different approaches to GSM based on quantitative data, and to analyze their respective performance implications. Moreover, we aim to analyze the influence of environmental drivers on different GSM approaches.

Giménez Thomsen, Cristina
Sierra Olivera, Vicenta
Rodón Mòdol, Joan
Rodríguez Rodríguez, Jorge Andrés
Environmental practices, IT-enabled coordination and Environmental performance
19th International Annual EurOMA Conference
European Operations Management Association (EurOMA)
Amsterdam (Netherlands), 01/07/2012 - 05/07/2012

In this paper we analyze the effect of information technologies (IT) on the environmental performance of firms. In particular, we study the moderating effect of IT on the relationship between a firm’s environmental practices and its environmental performance. The paper considers two moderating effects namely, IT-enabled coordination and IT-enabled control. IT-enabled coordination refers to the integration of processes and the sharing of information between a firm and its suppliers in design and manufacturing. IT-enabled control refers to the use of IT to monitor the environmental practices that a firm implements in production and logistics. The data used were obtained from the fifth (2009) round of the International Manufacturing Strategy Survey (IMSS) which includes responses from manufacturing plants within the assembly industry. Our findings suggest that IT-enabled coordination strengthens the impact of the implementation of environmental practices on the environmental performance of firms. A relevant contribution for practice is derived from this study: firms can use the same technologies (ERP, shared databases) that they once implemented to improve their operational performance to improve the environmental performance.
In this paper we analyze the effect of information technologies (IT) on the environmental performance of firms. In particular, we study the moderating effect of IT on the relationship between a firm’s environmental practices and its environmental performance. The paper considers two moderating effects namely, IT-enabled coordination and IT-enabled control. IT-enabled coordination refers to the integration of processes and the sharing of information between a firm and its suppliers in design and manufacturing. IT-enabled control refers to the use of IT to monitor the environmental practices that a firm implements in production and logistics. The data used were obtained from the fifth (2009) round of the International Manufacturing Strategy Survey (IMSS) which includes responses from manufacturing plants within the assembly industry. Our findings suggest that IT-enabled coordination strengthens the impact of the implementation of environmental practices on the environmental performance of firms. A relevant contribution for practice is derived from this study: firms can use the same technologies (ERP, shared databases) that they once implemented to improve their operational performance to improve the environmental performance.

En España, el principio de justicia contractual no ha obtenido, por el momento, eco alguno en las disposiciones del Código civil estatal, a diferencia de lo que acontece en otros ordenamientos como el catalán o el navarro. El objetivo de la ponencia es el de proceder a un análisis de la propuesta, a la luz de los textos transnacionales, que han sido claramente fuente de inspiración, y también de los que no lo han sido, dada su posterioridad, a fin de constatar hasta qué punto la propuesta de reforma del Derecho de obligaciones y contratos español en este aspecto se alinea con los proyectos de unificación de carácter transnacional.

An individual's level of uncertainty avoidance impacts brand extension evaluations but uncertainty avoidance is composed of two sub-dimensions: risk aversion and ambiguity tolerance. This study finds high uncertainty avoidance individuals prefer extensions from broad breadth brands over narrow brands which conflicts with prior studies and this finding holds across sub-dimensions.
Hennchen, Esther
Lozano Soler, Josep M
Corporate political responsibility: The case of Royal Dutch Shell in Nigeria
EABIS 10th Annual Colloquium 2011
European Academy of Business in Society (EABIS)
Fontainebleau (France), 26/10/2011 - 28/10/2011

28th EGOS Colloquium
European Group for Organizational Studies (EGOS)
Helsinki (Finland), 02/07/2012 - 07/07/2012

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 neo-liberal framework in general.

Kalafatoglu, Tugba
The myth between entrepreneurship and economic development
Kaynak, E; Harcar, T.
Twenty First Annual World Business Congress
International Management Development Association (IMDA)
Helsinki (Finland) - 04/07/2012 - 07/07/2012

The historical debate since 1700s on the meaning of entrepreneurship, has spawned a variety of definitions and descriptions of the role of the entrepreneur in economic growth. These debates have approached the subject area from a variety of economic perspectives, and within each approach sought to develop an overarching definition of the entrepreneur, and a specific location within the economic sphere. Entrepreneurship is widely credited with playing a crucial role in economic growth. There is a strong connection between entrepreneurship and economic development in the sense of wealth distribution especially in the informal economy, this link has not been much explored. The purpose of this paper is to investigate and explain the existing relation between entrepreneurship and economic development in terms of informal economy. Therefore this paper offers a theoretical review of the main concepts on entrepreneurship and economic development including definitions and theory development. Analysis of research and theory suggests influence of economic and institutional contexts on entrepreneurship and their economic development especially in informal economy moderated by cultural and societal and policy factors. This paper will expectedly illustrate a more comprehensive understanding of factors influencing and impacting entrepreneurship in informal economy. Published Conference Proceedings ISSN 1-888624-11-6
Kalinowski, Margarete
Vives, Luis
Emerging market multinationals: Competing through business models
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.

Maak, Thomas
Pless, Nicola
Promoting corporate social responsibility through management development
2012 IACMR Conference
International Association for Chinese Management Research (IACMR)
Hong Kong (China), 20/06/2012 - 24/06/2012

In this PDW, we discuss and flesh out the potentially crucial role that international service learning assignments can play in helping executives to develop the mindset, skills and knowledge that are critical to not only deliver on the economic bottom line, but to create value on the "triple bottom line" (Elkington, 1997) of environmental, social, and economic performance. We will showcase how management development can support a firm’s CSR and sustainability efforts, and provide a specific example of an international service learning program, PricewaterhouseCoopers’ (PwC) "Project Ulysses".

Maak, Thomas
Pless, Nicola
Responsible global leadership
2012 Global Leadership Summit
Northeastern University. College of Business Administration
Boston, Mass. (U.S.), 07/08/2012 - 08/08/2012

We begin by exploring what it means to be a "responsible" leader, specifically by considering the challenges and dilemmas facing executives in four key corporate social responsibility (CSR) domains: diversity, ethics, sustainability, and citizenship. We describe three prototypical approaches to CSR-global, local, and transnational-and discuss their implications for global executives, with a particular focus on the tensions and possible trade-offs between globally integrated and locally adapted CSR strategies, the constraints they impose on managerial behavior, and the competencies they require in global leaders. We conclude by discussing approaches for promoting responsible global leadership in organizations and offering recommendations for how organizations can effectively prevent, manage, and control the risks of irresponsible leader behavior.

Maak, Thomas
Pless, Nicola
Murphy, Brian Matthew
Social innovation at the bottom of the pyramid
SMS Special Conference
Strategic Management Society (SMS)
Singapore (Republic of Singapore), 07/06/2012 - 09/06/2012

The purpose of this paper is to explore the role of individuals, referred to as boundary spanners, in building and maintaining the relationships necessary to foster social innovation and effective entrepreneurial projects that intend to create value for multiple stakeholders while serving the desperately poor. We address the following questions: How and to what extent do boundary spanners influence social innovation in markets characterized by deep poverty? What, if any, characteristics do effective boundary spanners share? What can be learned from social innovators at the BoP for tackling pressing public problems in developed countries? Using a grounded theory approach we illuminate six case examples of boundary spanners at the BoP to generate insights into the capabilities of boundary spanners and to develop a capability model. We then discuss the implications of our findings in light of the globalization of social innovation approaches.
In this paper we explore the meaning and determinants of companies’ adoption of top-down/bottom-up budgetary procedures. Building on the management accounting literature on the advantages of various budgeting procedures, we first identify three formal design characteristics that together summarize companies’ position on a continuum from top-down to bottom-up budgetary procedures. Then, using questionnaire data from a sample of 141 middle-large companies operating in Italy, we analyze the antecedents of these sets of characteristics to explain the likelihood that companies’ adopt a certain position on the continuum of procedures. We integrate this evidence conducting a focus group with a sample of respondents. Overall we find that company’s position on the continuum of procedures depends on four antecedents: the complexity of business unit budget responsibility; business unit strategic diversification; company geographical dispersion and business unit geographical distance.

Firms engage in exploration, i.e. application of existing knowledge in a new domain (March 1991) to enlarge their knowledge base (Chang 1996; Kotha et al, 2011), increase market share (Chang and Rosenzweig, 2001), and ultimately enhance performance. In the past three decades strategic management literature has explored the process of exploration extensively, studying various aspects of it in a multitude of settings. However, we know relatively little about the role of organizational partnerships in this process. In particular, little is known how partnerships affects firms’ propensity to engage in exploration, the way firms approach exploration, and the outcomes of their exploration efforts. This project aim to contribute to closing this gap.

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.

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.

Mària Serrano, Josep F.
CSR and legitimacy of mining companies in the DR Congo. The case of Katanga province
18th IAJBS Annual World Forum
International Association of Jesuit Business Schools (IAJBS); IQS School of Management
Barcelona, 22/07/2012 - 25/07/2012

The legitimacy of foreign mining companies producing copper and cobalt in the Katanga Province (DR Congo) is under scrutiny. The article explores the mechanisms that individual firms and the whole sector can display in order to gain this legitimacy.

Marzal Yetano, Elia
El Fuero de León, en el origen de la política forera de los reyes leoneses
International Medieval Meeting Lleida
Universitat de Lleida
Lleida, 26/06/2012 - 30/06/2012

El Fuero de León autoriza a los trabajadores de la tierra de señorío a abandonarla a cambio de un precio. Frente a interpretaciones economicistas, propongo una relectura desde una doble perspectiva política: autodefensa y señorío, por un lado, y reconquista y repoblación, por otro, explicarían los cambios jurídicos introducidos en el régimen económico de la tierra. Y harían de esa salida de la tierra la antesala de la política forera de los reyes leoneses. Para contrastar estas hipótesis, comparé con Cataluña, similar en muchos aspectos (autodefensa), pero distinta respecto de la segunda variable considerada (la disponibilidad de tierras).

Marzal Yetano, Elia
The recognition of freedom of movement to seigneury peasants and the "política forera" of the Leonese kings
ESCLH Second Biennial Conference
European Society for Comparative Legal History (ESCLH)
Amsterdam (Netherlands), 09/07/2012 - 10/07/2012

The general Fuero of León, first appeared in the ordinances of a council held in the city by Alfonso V in 1020, allows seigneury peasants, until then bound to the land, to leave it in exchange of a prize and under certain conditions. The interpretation of these articles has been long discussed, mostly from an economistic view. Against that background, this paper proposes a new, more political explanation based on an explicitly comparative research design. Theoretically, I hypothesize that two explanatory variables mattered: (a) what was common to all early medieval christian reigns in the western regions, namely their political organization which was based on self-defence (and hence lordship), and which transformed Roman legal categories; and (b) what was specific to the Asturian and Leonese Kingdom, the sovereign’s political and military goals of the Reconquista and recovery of the lost hegemony among Christian reigns, which imposes the need for men in order to repopulate. Freedom of movement as recognized to peasants (and which initiates the decline of seigneur) would represent the preparation of what would soon be the "política forera" of the Leonese kings (the concession of municipal charters of rights). In order to test this hypothesis and introduce elements of discussion on methodology, I compare the case of León of early recognition of freedom of movement with another case, similar in many aspects (self-defence), but different in what concerns the second variable here considered (the disposal of land and the need for repopulation): Catalonia, with more defined and stable borders, does not have this practically unlimited quantity of land, nor (thus) the need for attracting settlers through land-liberalizing policies.
Mendoza Mayordomo, Xavier
The internationalization strategies of Spanish firms
2012 BALAS Annual Conference
The Business Association of Latin American Studies (BALAS); Pontificia Universidade Católica do Rio de Janeiro (PUC-Rio)
Rio de Janeiro (Brazil), 28/03/2012 - 30/03/2012

The presentation summarizes the main findings from the first and second reports of the Observatory of Spanish Multinational Companies (OEME) relative to the internationalization strategies followed by Spanish companies in the last 20 years. It also proposes a research agenda on Spanish multinationals.

Miralles Massanés, Josep
Nuevos principios para una economía global
Congreso UNIJES 2012
Universidad de Deusto. Facultad de Derecho
Bilbao, 25/06/2012 - 27/06/2012

Son muchas las voces que, ante la crisis económica actual, reclaman profundos cambios en el sistema económico vigente. Sin embargo la naturaleza de estos cambios es muy distinta según los diferentes niveles de análisis que se consideren. Desde una perspectiva individual y moral se subraya el problema de la corrupción. Desde una perspectiva más política se enfocan las diversas políticas económicas posibles. Desde una perspectiva más sistémica se analizan los valores subyacentes al actual modelo de capitalismo neoliberal y se proponen valores y principios alternativos o al menos destinados a equilibrar su lógica. La ponencia se situará en este último nivel de análisis. La propuesta de valores y principios alternativos tiene en cuenta el proceso de globalización y el debate sobre los distintos modelos de globalización. Desde esta base, se plantea la necesidad de discutir los modelos de globalización posibles y los valores implicados en estos diferentes proyectos de sociedad. Desde una perspectiva sociológica, la actividad económica tiene siempre un impacto social, político y cultural y por lo tanto los principios y valores que presiden la actividad económica han de asumir responsablemente estos impactos, admitiendo que los principios estrictamente económicos del mercado sean equilibrados por consideraciones sociales, políticas y culturales. La propuesta de nuevos valores y principios tiene, en primer lugar, como principio fundamental la necesidad de enfrentar los grandes retos del mundo actual: el desarrollo sostenible de todos los países, el respeto de las diferentes historias y culturas, el derecho a progresar en la democracia y la libertad, el derecho a la paz. Este planteamiento necesita de diversos actores: Estados fuertes que asuman su tarea de construir un Derecho orientado al Bien Común, Empresas responsables y una Sociedad Civil consciente y comprometida. También es necesaria la educación de la persona como ciudadano comprometido con su sociedad y capaz de acción profesional y cívica.

Oller Sala, Maria Dolors
Abat Ninet, Antoni
Gobernanza global y legitimación democrática: la reforma de la "Constitución económica" de los estados
Congreso UNIJES 2012
Universidad de Deusto
Bilbao, 25/06/2012 - 27/06/2012

Dicha Comunicación,presentada al Congreso Unijés 2012: Retos del Derecho ante una economía sin fronteras* tiene por objeto analizar cómo incide en la llamada "Constitución económica" de los distintos estados el acelerado proceso de globalización en curso y las fórmulas de gobernanza global hasta ahora planteadas, haciendo especial hincapié en el Estado español en el marco de la Unión Europea. En concreto se procederá a analizar la reforma del art. 135 de la CE de 1978 que introduce la limitación constitucional del déficit público, sancionada y promulgada por el Rey el 27 de septiembre de 2011, analizando cómo la Constitución económica (española) se ha visto afectada por la gobernanza global, lo que se valorará en perspectiva comparada. A este respecto, hay que tener en cuenta que el Derecho público, en concreto el Derecho Constitucional, se ve afectado por el cambio del papel del Estado en relación al gobierno de la economía, lo que redundara claramente en perjuicio de los ciudadanos, que ven cómo varia su estatuto jurídico al mermar sus derechos sociales. Ello, a su vez, conlleva el peligro de deslegitimación de las instituciones democráticas.
en momentos de grave crisis económica y de gran desafección política por parte de la ciudadanía. La Comunicación concluye precisamente con una reflexión acerca de la dificultad de llevar a cabo una buena gobernanza global que se precie de democrática si no se tiene en cuenta que la democracia ha de desplegarse desde los niveles locales y requiere implicar a la ciudadanía si quiere tener éxito.

Pless, Nicola
**Leadership, stakeholder culture, and social innovation**
2012 Academy of Management Annual Meeting
Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 07/08/2012

The resolution of some of the most pressing social problems in the world (poverty, pollution, pandemics) calls for leadership support, engagement and innovation from different sectors, including business. In this paper we examine if and how business leaders engage in social innovation. Social innovation refers to a novel solution that will be developed for the purpose of addressing an unmet social need or problem (e.g. problem of justice, fairness, environmental preservation, better education, or improved health) - with the benefits primarily accruing to stakeholders in need or whole underprivileged societies, in the form of increased well-being. We show that different leadership perspectives (shareholder versus stakeholder) and leadership approaches (personalized versus socialized) affect the quality of social innovation (first-order versus second-order solutions) pursued by business leaders. While a first-order solution deals with the symptoms of a problem, a second-order solution is designed to tackle the roots of a problem. We argue that leaders with a stakeholder perspective and socialized approach are more likely to foster sustainable second-order social innovations geared toward treating the roots of societal problems due to their care and compassion for stakeholders. We also demonstrate that the stakeholder culture of an organization has a moderating role in the innovation process and either hinders or fosters leaders to engage in second-order social innovation. Moreover, we discuss the possibilities of leaders to foster a climate of social innovation within the organization.

Pless, Nicola
Maak, Thomas
**Mapping the responsibility mindsets of leaders**
2012 Academy of Management Annual Meeting
Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 07/08/2012

In this article we map the responsibility mindsets of business leaders. We specifically share the results of a qualitative study of 25 top-level business leaders and entrepreneurs and present four distinct RL mindsets. From this study, we develop a framework of RL mindsets that represents the core narratives of practitioners. After we reveal the distinctive differences in the RL mindset held by various business leaders, we discuss to what extent these different mindsets affect actual decision making and the construction of public trust. We conclude that a new narrative of "integrative responsible leadership" that emerges from the practical discourse has the potential to strengthen the contract between business and society—and thus help close the trust gap. Finally, we reflect on some implications for leadership development and management education.
Pless, Nicola
Waldman, David Andrew
Corporate social responsibility and human resource management
2012 Academy of Management Annual Meeting
Academy of Management (AOM)
Boston, Mass. (U.S.), 03/08/2012 - 07/08/2012

There is growing interest among scholars about corporate social responsibility (CSR) and related areas such as firm sustainability. Because of the rise in consumer, investor, supplier, and worker demands for CSR, managers have begun to ask important questions regarding how to manage these activities and how to allocate resources to them. Despite increasing attention, CSR research is still in an embryonic stage, with critical issues regarding frameworks and empirical methods yet to be resolved. Furthermore, much of the research to date has largely involved a macro level of analysis, focusing on such issues as understanding the relationship between CSR and the financial performance of firms. To achieve a more complete perspective on CSR, theory and research will need to address more micro-level human resource management and organizational behavior issues.

Prat Pubill, Queralt
Lozano Soler, Josep M
The aristocratic Athenian investment banker or how to avoid outdated value systems: Values and ethics for business success
24th EBEN Annual Conference
European Business Ethics Network (EBEN); Universiteit Antwerpen
Antwerpen (Belgium), 15/09/2011 - 17/09/2011

To believe that the current situation of values in business is moral decadence is to put oneself in the wrong position to analyse the current situation of values in business. Avoiding this error we will explore the opposite notions that coexist about the presence of values in business. We will discuss some of Karl Polanyi’s research. We will present the underlying hypothesis of these different views to introduce the importance of a thorough understanding of values for business. Thus, we will continue by reviewing values by answering among others the following questions: what are values? Do we need more values in business? Which type of values are we talking about? Do values have a purpose? A function? Is this a right question? Do we speak about concrete or abstract values? What is the importance of clarifying our focus? Is there normativity about values? We will analyse the different notions developed from philosophy and will bring into play the disciplines of psychology, psychological sociology, and anthropology with the purpose of clarifying the different contributions.

Rezazade Mehrizi, Mohammad Hosein
Nicolini, Davide
Rodón Mòdol, Joan
Transversal learning from information systems related incidents
International Conference on Organizational Learning, Knowledge and Capabilities (OLKC 2012)
Organizational Learning, Knowledge and Capabilities (OLKC)
Valencia, 25/04/2012 - 27/04/2012

The paper explores how organizations learn from adverse events. The findings of the study show that organizations can learn from incidents in a transversal mode, where the relation between learning process and incidents is many-to-many and there is a temporal distance between learning and incidents. The empirical study reveals several cognitive, resource-related, structural, and political factors that qualify the adoption of this mode of learning by organizations. The paper discusses how transversal learning can expand our understanding of learning from incidents, especially when compared with formal-staged mode of learning.
Rezazade Mehrizi, Mohammad Hosein
Rodón Mòdol, Joan
Managing obsolete knowledge: Towards a clarified and contextualized conception of unlearning
2012 Academy of Management Annual Meeting
Academy of Management (AOM)
Boston, Mass. (U.S.) 03/08/2012 - 07/08/2012

European Conference on Information Systems
Association for Information Systems (AIS)
Barcelona, 10/06/2012 - 13/06/2012

The paper aims at clarifying, specifying, and contextualizing the concept of organizational unlearning in the IS literature, through a systematic analysis of the concept. We suggest a definition of unlearning as an intentional practice in order to reduce the possible negative impacts of obsolete knowledge. Reviewing the IS literature based on the suggested definition, we identify four dominant views of unlearning. Using this definition, we empirically explore how organizations apply unlearning in the case of disruptive IT changes. The insight from the empirical study shows a wide range of unlearning practices which are applied to different organizational and technical factors. In addition, we identify six characteristics of the IS context which have direct bearings on applying unlearning practices. Using these empirical insights, we suggest how the concept of unlearning can be clearly defined and specifically operationalized in order to avoid common misunderstanding of this concept. We conclude by commenting on how the dominant views of unlearning in the IS literature can be completed and enriched.

Rodón Mòdol, Joan
Inter-organizational information systems: From strategic systems to information infrastructures
Klein, S.; Reimers, K.; Johnston, R. & Rodon, J.
25th Bled eConference Special Issue
University of Maribor. Faculty of Organizational Sciences
Bled (Slovenia), 17/06/2012 - 20/06/2012

This paper reports on a series of panels and workshops held at the Bled eConference since 2004. It aims at reconstructing the developing understanding of Inter-organizational Information Systems (IOIS) over the years as evidenced by these workshops, which have been designed to provide a forum to discuss emerging topics, fields, and strategies for IOIS research on a network and industry level. This paper provides an overview of the workshops and a detailed coverage of the last one in order to give a thorough and vivid account of its contributions. The paper not only takes a historical lens in documenting the workshops but also in discussing the transformation from strategic systems to information infrastructures. It reflects the enabling role of the Bled eConference for workshops series and the workshops' contribution to the Bled conference.

Rodón Mòdol, Joan
Rezazade Mehrizi, Mohammad Hosein
Sesé Muniategui, Feliciano
Generative resistance: Broadening the boundaries of research on resistance in information systems change
20th European Conference on Information Systems (ECIS 2012)
ESADE; European Conference on Information Systems (ECIS)
Barcelona, 10/06/2012 - 13/06/2012

This paper proposes a new research perspective on resistance to information systems (IS) change. Drawing upon a power lens and complementing it with the organizational literature on resistance, we develop an integrative framework that conceptualizes resistance at three levels: 1) the non-compliance behaviors, 2) the meanings and norms that resisters contest and enact, and 3) the technical artifacts that resisters bring into their acts. By mapping existing IS literature on resistance onto our framework, we identify a bias of the literature towards a refusal view of resistance. That is, IS literature has been mainly concerned with resistance as a refusal behavior i.e. refusal to a new system, to changes in the working practices, to loss of status quo by which resisters attempt to neutralize the actions from the proponents of IS change. Yet our framework enables us to depict resistance not only as refusal but also as generative. Whilst a focus on resistance as refusal pays attention to the acts by which resisters aim to block the outcomes intended by the proponents of IS change, the analysis of the generative potential of resistance considers two additional aspects. First, it involves looking at how resisters challenge the meanings that proponents assign to the IS change i.e. assumptions about the technology, goals and role of actors in the change process. Second, it entails analyzing how (human) resisters and technical artifacts become intertwined in the acts of resistance and how those socio-technical assemblages instigate disciplinary effects to the proponents of IS change. In other words, studying the generative potential of resistance involves viewing resistance as a socio-material accomplishment that may transform the established order through structural and radical changes.
Rodriguez Rodríguez, Jorge Andrés
Giménez Thomsen, Cristina
Arenas Vives, Daniel
Supplier development programs in the BOP: The role of firm-NGO partnerships
4th World Conference P&OM. Doctoral Consortium European Operations Management Association (EurOMA)
Japanese Operations Management and Strategy Association (JOMSA)
Production and Operations Management Society (POMS)
Amsterdam (Netherlands), 29/06/2012 - 30/06/2012

Previous research has pointed out the need of firms of establishing alliances with NGOs to create business relationships in the BOP. Due to characteristics of emerging markets, developing suppliers in the BOP is one of the few alternatives for sourcing raw materials. Up to this point, the vast majority of literature in supplier development comes from the practices of firms in developed economies. Hence, the alliance with NGO for developing suppliers constitutes an opportunity to expand the scope of supplier development literature. The aim of this study is to understand how firms and NGOs work together to develop suppliers and integrate them to the firms' supply chain. Our expected contributions are to provide a better understanding of supplier development programs in emerging economies and to point out the recommendations of the literature in purchasing that should be revised.

Ruiz Vegas, Francisco Javier
Agell Jané, Núria
Angulo Bahón, Cecilio
Sánchez Soler, Monica
A qualitative learning system to acquire human sensory abilities in adjustment tasks
26th International Workshop on Qualitative Reasoning (QR 2012)
Institute for Creative Technologies (ICT)
Los Angeles, Calif. (U.S.), 16/07/2012 - 18/07/2012

Adjustment in creative processes is not purely a functional or a physical task, but arise from highly subjective preceptive and cognitive aspects which cannot be fully modeled by standard quantitative structures. In such tasks, the involvement of human experts becomes necessary, preventing the complete process automation. This paper introduces an innovative artificial cognitive system to support decision-making in adjustment processes based on human sensory abilities. The proposed system, based on expert knowledge management, draws on a machine learning tool jointly with an actions' generator module. The methodology proposed is applied to a real case study: color-adjustment in the automotive painting industry.

Sabal Cárdenas, Jaime
The discount rate for Turkish companies
Emerging Markets
Koç University
Estambul (Turquia), 21/05/2012 - 22/05/2012

Theory vs practice will be contrasted regarding the appropriate discount rate for turkish companies in the case of real investments.

Trullén Fernández, Jordi
Bonache Pérez, Jaime Alfonso
Stirpe, Luigi
The importance of contextual factors in the acceptance of HR innovations: Some evidence from Spain
IFSAM 2012 World Congress
International Federation of Scholarly Associations of Management (IFSAM); University of Limerick (UL)
Limerick (Ireland), 05/05/2012

Firms have multiplied their investments in HR innovations (HRIs) in the attempt to boost employees’ contribution to business objectives. However, HRIs are effective as long as they are accepted by employees. Drawing on a sensemaking perspective, we argue that the organizational context is an important enabler of employees' response to HRIs. Our findings show that HR department credibility, top management and supervisor support, and innovation climate are all predictors of employees' acceptance of innovations. In addition, inconsistency among the levels of support provided to HRIs by top management and supervisors negatively moderates the effect that these factors have on acceptance.
Management innovations have received increasing attention in the academic literature. Indeed, developing and introducing management innovations has become critical for organizations competing in the current economic environment of crisis. Overall, such innovations are thought to be capable of creating longer-lasting advantages in comparison to product or technological innovations, whose impact is usually more limited. The extent to which the employees embrace or accept management innovations is often crucial for their implementation and, eventually, for realizing their intended benefits. When employees accept an innovation, that is, when they possess a favorable attitude towards it, they are more willing to use the innovation and to contribute to fully deploy its potential. Acceptance is then a necessary condition for innovation effectiveness. It is so critical that some scholars have suggested that it is equal to more objective measures of effectiveness, such as ROI or productivity. For organizations that aim at making the most of management innovations it is therefore critical to know what leads employees to accept these innovations.

Enfoque comparativo de la integración de España y Portugal en las Comunidades europeas. Lo que más llama la atención al estudiar los antecedentes a la integración de España y Portugal en las Comunidades europeas es el contraste entre el pasado secular esplendoroso de la presencia de los dos países ibéricos en el mundo y su aislamiento en el siglo XX. Son también muchos los que coinciden en el desconocimiento recíproco y absoluto entre los dos países. Ello sin tener en cuenta la heterogeneidad de sus casos respectivos.

Empirical evidence demonstrates that women entrepreneurs’ business performance results go far beyond purely economic aspects. This study analyzes the extent to which women entrepreneurs’ business goals differ with respect to their business performance in economic and non-economic terms. We analyze a sample of Spanish women entrepreneurs, measuring their performance perception and business goals. Our results show that women do not display significant differences regarding their individual non-economic goals related to non-economic performance results. However, our results, partially support the claim regarding the relationship between social non-economic goals and economic goals in relation to non-economic and economic oriented performance respectively. Implications for further research are discussed.

This paper investigates the use of social media platforms and their value for companies in the tourism industry. The analysis shows the value these platforms provide by focusing on communication facilities, brand exposure, traffic generation, web positioning, content, e-commerce functionalities, activities, and overall usability. This paper aims to answer the questions: how do social media networks add value to the tourism industry; and how can companies benefit from this knowledge?
NON ACADEMIC CONGRESSES AND CONFERENCES

Abel Lluch, Xavier
Los desafíos de las pruebas electrónicas desde la perspectiva del derecho probatorio
La prueba electrónica
Prat, Roca & Asociados Abogados
Barcelona, 28/05/2012 - 28/05/2012

Abel Lluch, Xavier
Prueba electrónica: nueva frontera del derecho probatorio
Máster en Dret de la Societat de la Informació cAmusp Icab 2011-2012
Il·lustre Col·legi d’Advocats de Barcelona (ICAB)
Barcelona, 03/05/2012

Alemany Gil, Luisa
Capital riesgo filantropico. Financiando a los emprendedores sociales
Lo hacemos 2012. Emprendeduría Social
Gobierno Vasco
Portugalete, Bilbao, 23/05/2012

Cano Giner, Josep Lluís
Business Intelligence: cómo competir con la información
Yuzz 2012. Concurso Concurso de talento joven con ideas de base tecnológica
Fundación Banesto; Yuzz
San Sebastián, 08/02/2012

Cano Giner, Josep Lluís
Business intelligence: cómo competir con la información
Yuzz 2012. Concurso de talento joven con ideas de base tecnológica
Fundación Banesto; Yuzz
Cáceres, 20/02/2012

Carpi Martín, Rebeca
El dret d’usdefruit al Codi Civil de Catalunya
Màster en Dret Civil Català cAmusp ICAB 2011-2012
Il·lustre Col·legi d’Advocats de Barcelona (ICAB)
Barcelona, 17/05/2012

Costa Guix, Gerard
Receptari per a orientar una empresa de Serveis Professionals al mercat
Fòrum Marketing: Marketing de serveis professionals, el canvi de paradigma
Foment del Treball Nacional
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Nous consumidors, noves tendències de consum. Què volen i què busquen els nous públics?
Seminari Marca Ciutat 2012
Centre Català d’Anàlisi i Informació Internacional (CCAII); Ajuntament de Torroella de Montgrí
Torroella de Montgrí, Girona 01/06/2012 - 02/06/2012

Costa Guix, Gerard
Perspectiva del consumidor europeo de los productos hortícolas españoles
XIII Congreso Nacional de Ciencias Hortícolas Sociedad Española de Ciencias Hortícolas (SECH); Instituto de Investigación y Formación Agraria y Pesquera de Andalucía (IFAPA)
Aguadulce, Almería 16/04/2012 - 20/04/2012

Duplá Marín, Teresa
Familia romana y sucesión ab intestato. Cambios sociales y jurídicos en la Historia del pueblo romano
VI Seminario de Derecho de Sucesiones
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Castellón, 04/10/2011

Duplá Marín, Teresa
Aspectos jurídicos de la coparentalidad: derechos y deberes
Universitat d’estiu Ramon Llull 2012 (UeRL)
Universitat Ramon Llull (URL)
Barcelona, 13/07/2012

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Comentarios a la reforma de la Ley 34/2006, sobre el acceso a las profesiones de abogado y procurador de los tribunales, operada por el Real Decreto Ley 5/2012, de 5 de marzo
XXXI Jornadas de Escuelas de Práctica Jurídica Ilustre Colegio de Abogados de Málaga (icamalaga)
Málaga, 16/05/2012 - 18/05/2012
Gimbert Ràfols, Xavier  
Estructurar para conocer. Conocer para decidir  
Encuentro empresarial  
Córdoba (Argentina), 09/05/2012

Gimeno Sandig, Alberto  
La transformación de la empresa familiar vista desde la familia empresaria  
XIV Assemblea Ordinaria i Extraordinària de l’Associació Catalana de l’Empresa Familiar  
Associació Catalana de l’Empresa Familiar (ACEF)  
Barcelona, 14/06/2012

Gimeno Sandig, Alberto  
Alternatives financeres de l’emprendedoria familiar  
Emprenedoria i el món financer  
Confederació de Comerç de Catalunya (CCC)  
Barcelona, 16/05/2012

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Modelos de empresa familiar y la incorporación de sus futuras generaciones  
Family Business Summit 2012  
America Empresarial LTDA  
Bogotá (Colombia), 20/06/2012

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Patrones para el desarrollo de las siguientes generaciones en una familia emprendedora  
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America Empresarial LTDA  
Bogotá (Colombia), 20/06/2012

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Key challenges for profitable brand innovation  
The Association of MBA’s  
Barcelona, 17/05/2012

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How to create uncontested marketplaces  
Norwegian University of Science and Technology (NTNU)  
Trondheim (Norway), 01/03/2012

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Claves para innovar de forma rentable en marca  
Corporate Excellence – Centre for Reputation Leadership  
Madrid, 08/06/2012

Lozano Soler, Josep M  
Los retos de la RSE  
Confederación Empresarial de Bizkaia - Bizkaiko Enerpresien Konfederazioa (CEBEK)  
Bilbao, 29/02/2012

Lozano Soler, Josep M  
¿Es rentable la responsabilidad social empresarial en un mundo en crisis?  
Encuentro sobre responsabilidad social y empresa  
Abertis Infraestructuras S.A.  
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Sabadell, 24/01/2012

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Els codis ètics en la gestió pública  
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Escola d'Administració Pública de Catalunya (EAPC)  
Barcelona, 28/02/2012

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El estado de la RSE en España  
Fundación PROhumana  
Barcelona, 11/11/2011

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100.000: mirant al futur  
100.000 monitors i monitories a Catalunya  
Generalitat de Catalunya. Direcció General de Joventut  
Barcelona, 17/04/2012

Lozano Soler, Josep M  
Los retos de la RSE  
Universidad Icesi  
Cali (Colombia), 01/11/2011 - 03/11/2011

Martínez Ribes, Lluis  
To pick or not to pick the product: Learning the way they shop  
Summer Academy 2012  
European Society for Opinion and Marketing Research (ESOMAR)  
Amsterdam (Netherlands), 11/06/2012 - 15/06/2012
Martínez Ribes, Lluis
La imaginació mou la cartera
XIII Escola d’Estiu de Comerç
Federació Provincial d’Empresaris de Comerç de Lleida (FECOM)
Lleida, 28/06/2012

Mendoza Mayordomo, Xavier
Reflexión estratégica previa al proceso de internacionalización
Claves para abordar el proceso de implantación exterior
Cámara de Comercio de Guipúzcoa
San Sebastián, 25/11/2011

Martínez Ribes, Lluis
Estratègies d’èxit en el sector foodservice
I Jornada d’Immersió Estratègica del Clúster Foodservice
Associació Clúster Alimentari de Barcelona
Món Sant Benet, Sant Fruitós de Bages, Barcelona
22/02/2012

Mendoza Mayordomo, Xavier
Claves para exportar en tiempos difíciles
Exportar para crecer
Madrid Excelente
Madrid, 11/05/2012

Martínez Ribes, Lluis
Paradigmas que se derriten en retail
Idea Pika Pika 2012
Grup Idea
Barcelona, 23/02/2012

Mendoza Mayordomo, Xavier
Retos de la internacionalización
I taller de competitividad del sector industrial
Deloitte
Valencia, 25/10/2011
Madrid, 26/10/2011

Martínez Ribes, Lluis
Sal y pimienta en la tienda. Reflexiones sobre innovación en retail
Hispack 2012. Salón Internacional del Embalaje:
Ciclo conferencias sobre PLV & Retail
Hispack; Graphispack Asociación
Barcelona, 15/05/2012 - 18/05/2012

Mendoza Mayordomo, Xavier
Aprendizajes y experiencias en la internacionalización en países emergentes
Foro Anual del Centro Virtual de Internacionalización del ICEX
ICEX (Instituto Español Comercio Exterior)
Barcelona, 16/12/2011

Martínez Ribes, Lluis
Forever love. Customer-centric retail innovation approach
2nd PROsumer.NET
European Consumer Goods Research Initiative;
Prosumernet
Brussels (Belgium), 04/07/2012

Mendoza Mayordomo, Xavier
Una rápida visió panoràmica sobre els Països del Golf
Cicle "La internacionalització de l'empresa". 4a sessió: Emirates Árabs, el cas de Dubai
ACC1Ó
Barcelona, 04/07/2012

Martínez Ribes, Lluis
Nuevo escenario, nuevo consumidor: más innovación
XIII Congreso AECOC de Productos del Mar
Asociación Española de Codificación Comercial (AECOC)
Vigo, 21/06/2012 - 22/06/2012

Mendoza Mayordomo, Xavier
The management education landscape
2011 EFMD- ABS International Deans Programme
Alumni Day
European Foundation for Management Development (EFMD)
Barcelona, 27/10/2011

Mendoza Mayordomo, Xavier
La internacionalizació de l'empresa: claus per a l’èxit
Cicle “La internacionalització de l'empresa”. 1a sessió: claus per a l’èxit
ACC1Ó
Barcelona, 11/04/2012

Portabella Cornet, Inés
La prescripció penal després de la reforma de 2010
Il·lustre Col·legi d’Advocats de Barcelona (ICAB)
Barcelona, 30/11/2011
Portabella Cornet, Inés
Recurs d’apel·lació i recurs de cassació
Curs del Tribunal del Jurat
Il·lustre Col·legi d’Advocats de Barcelona (ICAB)
Vilanova i la Geltrú, Barcelona, 05/06/2012 - 28/06/2012

Ysa Figueras, Tamyko
Colaboraciones público-privadas y cambio organizativo
Ministerio de Economía y Conocimiento. Gobierno de España
Madrid, 07/05/2012

Prat Pubill, Queralt
Martí Ripoll, Margarita
Batlle Suñer, Roser
Aprendizaje-servicio en comunicación oral
Aprendizaje Servicio en la Universidad: universidad y sociedad (ApS(U)3
Universitat Autònoma de Barcelona. Institut de Ciències de l’Educació (UAB-ICE)
Barcelona, 04/07/2012

Ysa Figueras, Tamyko
El partenariat público-privat en les politiques locals d’habitatge
Governs locals i polítiques d’habitatge: reptes en temps de crisi
Barcelona, 08/11/2011

Segarra Costa, Enric
La innovació, motor estratègic del canvi. Cinc claus per a convertir la seva organització en innovadora
Associació d’Empresaris de l’Alt Penedès, el Baix Penedès i el Garraf (ADEG)
Vilanova i la Geltrú, Barcelona 11/05/2012

Ulied Martínez, Agustín
El gobierno económico europeo
XII Setmana d’Europa als Municíps de Catalunya.
Dia de Europa
Consell Català del Moviment Europeu (CCMEUR);
Aula Interuniversitària de Matadepera (AIUMA);
Ajuntament de Matadepera
Matadepera, 09/05/2012

Ulied Martínez, Agustín
El caso de Francia
Ciclo “La internacionalización de la empresa”. 1ª sesión: claves para el éxito
ACC1Ó
Barcelona, 18/06/2012

Ulied Martínez, Agustín
Perspectivas de la crisis europea y repercusiones para América Latina
Encuentro Internacional “Europa - América Latina aliados estratégicos para la cooperación para el desarrollo”
Centro Extremeño de Estudios y Cooperación con Iberoamérica (CEXECI); Red Latinoamericana de Política Comercial (LATN); Instituto Interamericano de Cooperación para la Agricultura (IICA)
Cáceres, 27/06/2012 - 29/06/2012
**Arcalean, Calin**  
**Schiopu, Ioana**  
**Growth effects of spatial redistribution policies**  
Arcalean, C.; Glomm, G.; Schiopu, I.  
CESifo Group, 02/2012  
CESifo working paper; no. 3728  
41 p.

Regional income disparities have increased in many European countries recently, even as national and supra-national policy instruments were created to correct them. To explain these evolutions, we develop a two-region, two-sector model with migration and public investment in infrastructure and education. Accumulation and creation of new ideas and technologies as well as migration are at the core of differential regional growth. In this framework, we assess the effectiveness of structural funds, modelled on the EU policy. In a numerical example calibrated to Portugal, we find that, to diminish the initial gap in income per capita, the backward region needs to receive over 8% of its own GDP in structural funds, while the actual disbursements were around 4%. We also find that maximizing innovation in the backward region conflicts in the short run with the goal of maximizing its income per capita. Moreover, the rich region has an incentive to bias the allocation of structural funds towards human capital formation.

**Bakici, Tuba**  
**Almirall Mezquita, Esteve**  
**Wareham, Jonathan**  
**The underlying mechanisms of online open innovation intermediaries**  
Barcelona: ESADE, 08/2012  
ESADE working paper; no. 237  
43 p.

The popularity of open innovation as a methodology for sourcing innovation opens a novel perspective on the increasing value of accessing and competing in innovation. When practicing open innovation, organisations face the challenges of identifying useful solutions and partners in a universe that is not confined to the boundaries of the firm. To address these challenges, online open innovation intermediaries have grown in number and achieved a global presence in recent years and this has led to an increasing interest in research that explores their roles and functions. Intermediaries employ a variety of mechanisms to leverage the motivations of intermediary platform participants (solvers and search agents) and influence their behaviour. There is, however, limited research that specifically explores these matching mechanisms and consequent outcomes. Accordingly, this analysis develops a classification of mechanism archetypes and a formal analysis through algorithmic mechanism design descriptions. We analyse these mechanisms in terms of incentive compatibility and reveal the underlying tensions, pitfalls, and limitations of existing mechanisms -while providing managerial insights on their appropriate use.

**Barrull Melcior, Xavier**  
**Benefits and threats of a fully inflation-indexed economy**  
Barcelona: ESADE, 07/2012  
ESADE working paper; no. 236  
18 p.

A fully inflation-indexed economy stabilizes economic inter-temporal relationships and offers a set of potential benefits: hedging the economy against inflation; improving the performance of the financial system; helping to lessen the most common housing and economic recessions of developed economies; facilitating demand stimulus policies to overcome economic recessions and pursue full employment; and helping reduce international imbalances. The design, transition and management of an indexed economy present a set of threats and challenges enhanced by the fact there is a lack of experience. Despite the threats, the significant potential benefits should encourage debate and implementation.
**Barrull Melcior, Xavier**  
The negative influence of the tilt effect and lending constraints on housing markets economic recessions and the Phillips curve  
Barcelona: ESADE, 06/2012  
ESADE working paper; no. 229  
21 p.

Although economic theory suggests that inflation should not have any significant influence on real housing prices and activity, inflation variations are the main drivers of housing price variability (Tsataronis and Zhu, 2004) and increases in inflation have preceded housing and economic recessions. The combination of the tilt effect (Lessard and Modigliani, 1975) and rigid lending constraints can help us understand these relationships, as well as explaining the failure of the Phillips curve in the USA from the late 1960s onwards. Inflation-indexed mortgages can avoid the tilt effect and help mitigate this type of economic recession. The inflation indexing of the main economic contracts would help to implement measures of demand stimulus.

**Dolan, Simon Raich, Mario**  
Coaching by values, entrepreneurship and care: A framework for reengineering an innovative and sustainable culture  
Barcelona: ESADE, 05/2012  
ESADE working paper; no. 226  
17 p.

In this paper we present a model of coaching by values (CBV) as an important philosophical and practical framework for leaders enabling systemic culture reengineering in today's chaotic business and economic environment. We briefly discuss the evolution of management philosophy from what we call "management by instruction" (MBI) to "management by objectives" (MBO), and on to "management by values" (MBV). We extend the logic to propose an emerging concept of coaching by values (CBV) and a set of critical tools for effectively managing a values-based and innovation-induced corporate environment. The paper can serve any organizational development or change agent professional in redesigning the culture of a given firm; it describes the three essential components that an effective change agent needs in creating a sustainable culture of success: a concept, a methodology and some concrete tools.

**Forte Arcos, Santiago Lovreta, Lidija**  
Endogenizing exogenous default barrier models: The MM algorithm  
Social Science Research Network (SSRN), 11/2011  
SSRN accepted paper series; no. 1524871  
48 p.

In this paper we propose a Maximization-Maximization (MM) algorithm for the assessment of hidden parameters in structural credit risk models. Step M1 updates the value, volatility, and expected return on the firm’s assets by maximizing the log-likelihood function for the time series of equity prices; Step M2 updates the default barrier by maximizing the equity holders' participation in the firm's asset value. The main contribution of the method lies in the M2 step, which allows for 'endogenizing' the default barrier in light of actual data on equity prices. Using a large international sample of companies, we demonstrate that theoretical credit spreads based on the MM algorithm offer the lowest CDS pricing errors when compared to other, traditional default barrier specifications: smooth-pasting condition value, maximum likelihood estimate, KMV's default point, and nominal debt.

**Ibáñez Rodríguez, Alfredo**  
The optimal method for pricing Bermudan options by simulation  
Ibáñez Rodríguez, A.; Velasco, C.  
Social Science Research Network (SSRN), 02/2012  
SSRN working paper series; no. 1507994  
40 p.

Pricing Bermudan options by simulation has attracted a lot of interest, since many securities contain early-exercise features and depend on several factors. Longstaff and Schwartz (2001) develop a practical approach, which is based on least-squares and simulation. This paper prices Bermudan options from Merton’s (1973) model for perpetual American options which, first, derives the option price for a given policy and, second, optimizes between a family of policies. The first-order conditions associated to this discrete-time optimal stopping-time problem are orthogonality conditions, which are easily implemented by "local" least-squares and simulation. Consistent with this optimality, the reported prices (or lower bounds) of this extension improve upon other methods. So, in the optimal method, Longstaff and Schwartz "local" least-squares approach meets Merton.
Moodie, Scott William
Dolan, Simon
Job demands, social support, work satisfaction and psychological well-being among nurses in Spain
Ronald, B.; Moodie, S.W.; Dolan, S.; Fiksenbaum, L.
Barcelona: ESADE, 07/2012
ESADE working paper; no. 233
32 p.

Background: Nursing has been described as a stressful occupation, with nursing staff reporting high levels of job dissatisfaction, job burnout and poor well-being in many countries. This research examined the relationship of job demands (work-family interference, emotional demands and work overload) and three sources of social support (supervisor, co-worker and spouse/partner, family and friends) with nurse well-being and work/organizational outcomes. Method: Data were collected from 2104 nurses in Spain using anonymously completed questionnaires. Hierarchical regression analyses were used to evaluate nurse well-being and organizational outcomes according to personal demographics, work situation characteristics, job demands, and social support. Results: Results showed that job demands had generally significant and negative relationships with nurse well-being as well as with several work/organizational outcomes. In addition, lack of social support, particularly from supervisors and co-workers, were associated with deteriorated nurse wellbeing and more unfavorable work/organizational outcomes. Implications: This research replicates and extends previous findings obtained in various countries, including Spain. Given consistent findings across countries, the importance of both individual and organizational level interventions to improve nursing quality of work life is highlighted. Examples areas of effective interventions are illustrated and discussion of potential future interventions is offered.

Moodie, Scott William
Dolan, Simon
Engagement vs. burnout: An examination of the relationships between the two concepts within the framework of the JDR model
Moodie, S.W.; Dolan, S.; Burke, R.J.
Barcelona: ESADE, 07/2012
ESADE working paper; no. 234
27 p.

The precise relationship between the positive psychological state of work (i.e. engagement) and the negative psychological state (i.e. burnout) has been receiving an increased attention. Some view these as opposite states on the same or similar continuum, while others take the position that they represent different biobehavioral spheres. Both states exhibit significant correlations to job demands and resources, elements of physical and mental wellbeing, and to each other. This study expands our knowledge of the phenomena of engagement and burnout by analyzing their separate and joint manifestations. Using a large sample of 2,094 nurses, respondents were segmented into quadrants that represent a 50/50 (median split) of Engagement and Burnout. The four resulting quadrants were examined in a series of analyses including logistic regression and ANOVAs. This configurational approach allowed us to examine both inverse and concurrent states of Engagement and Burnout. The findings suggested that engagement and burnout were generally inversely related (67% of the sample), but could be manifested concurrently at either extreme (33% of the sample). Burnout was chiefly driven by work demands as both quadrants of low burnout had lower demands and both quadrants of high burnout had higher demands. Engagement was primarily driven by resources and affinity. Social support acted independently by aligning with states of burnout. Worker health was primarily driven by burnout wherein both states of low burnout exhibited better health and both states of high burnout exhibited poorer health.

Schiopu, Ioana
Inequality and education funding: Theory and evidence from the US school districts
Barcelona: ESADE, 02/2012
ESADE working paper; no. 238
43 p.

We investigate the relationship between inequality and public education funding in a model of probabilistic voting where the private option is available and voting participation differs across income groups. A change in inequality can have opposite effects at different income levels: higher inequality decreases public spending per student and increases enrollment in public schools in poor economies, while the opposite holds in the rich ones. A change in the tax base can also have non-monotonic effects. These novel theoretical predictions, with support in U.S. school district-level data, reconcile previous contradictory results in the political economy literature on redistribution and inequality.
Spender, John-Christopher
The quants' impact on management education - and what we might do about it: A history-framed essay rethinking the MBA program
Barcelona: ESADE, 06/2012
ESADE working paper; no. 228
97 p.

"I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind; it may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the state of Science, whatever the matter may be." Baron William Thomson Kelvin (1824-1907) - From 'Electrical Units of Measurement', a lecture delivered at the Institution of Civil Engineers, London (3 May 1883). "The saying often quoted from Lord Kelvin (though the substance, I believe, is much older) that "where you cannot measure your knowledge is meagre and unsatisfactory," as applied in mental and social science, is misleading and pernicious. This is another way of saying that these sciences are not sciences in the sense of physical science, and cannot attempt to be such, without forfeiting their proper nature and function. Insistence on a concretely quantitative economics means the use of statistics of physical magnitudes, whose economic meaning and significance is uncertain and dubious. (Even 'wheat' is approximately homogeneous only if measured in economic terms.) And a similar statement would apply even more to other social sciences. In this field, the Kelvin dictum very largely means in practice, "if you cannot measure, measure anyhow!" That is, one either performs some other operation and calls it measurement or measures something else instead of what is ostensibly under discussion, and usually not a social phenomena. To call averaging estimates, or guesses, measurement seems to be merely embezzling a word for its prestige value. And it might be pointed out also that in the field of human interests and relationships much of our most important knowledge is inherently non-quantitative, and could not conceivably be put in quantitative form without being destroyed. Perhaps we do not "know" that our friends really are our friends; in any case an attempt to measure their friendship would hardly make the knowledge either more certain or more 'satisfactory'!" Knight F. H. 1940. What is Truth in Economics? Journal of Political Economy 48(1):18n

Spender, John-Christopher
The theory of the managed firm (TMF): Revision of the note written for the Seminar at Lund University’s School of Economics and Management, April 24th 2012
Barcelona: ESADE, 05/2012
ESADE working paper; no. 227
61 p.

Social scientists in general, and BSchool faculty in particular, are in sore need of a theory of the private sector firm that relates managers' activity to the creation of economic value. Rational-man based theorizing admits only managers' computable inputs so it cannot address value creation. Along with Adam Smith, I presume individual creativity is the source of all economic value and see the managed firm as democratic capitalism's principal apparatus for channeling creative inputs into the socio-economy. Thus managers have both economic and political functions. Firms generate value as managers contribute their judgment in the course of shaping their firm's responses to the Knightian uncertainties (KUs) and bounded rationalities (BRs) met with as the firm's goals are pursued. Under KU/BR, an analysis of manager agentic activity and rhetorical practice complements their rational decision-making and helps us see more of the nature of the managed firm. The TMF provides a post-positivist basis for re-theorizing entrepreneurship, business leadership, strategizing, and innovation management. Practice rather than theory is its basis.
Vedina, Rebekka
Dolan, Simon
Well-being among elder employees in companies experiencing restructuring: The Spanish story
Barcelona: ESADE, 07/2012
ESADE working paper; no. 235
45 p.

This explorative study aims at finding the effects of organisational restructuring on older workers' well-being. A cross-sectional survey was conducted in companies in the Catalonia region in Spain, which have implemented restructuring prior to the study. The sample consists of 89 respondents, 46 of which are 50 years and older (26 males, 20 females) and 43 are younger than 50 (19 males and 24 females). Shirom-Melamed Burnout Measure (SMBM: Shirom & Melamed, 2006) was used for measuring burnout and scales developed by Arsenault & Dolan (1983) were used for measuring anxiety and depression. It was found that layoffs contributed significantly to the respondents' burnout and depression levels. This effect diminished if the respondent had a managerial position, but was not as much influenced by managerial and co-workers' support as was expected. In this data set social support does not play a substantial mitigating role in the impact of the layoffs, besides some modest contributions at certain levels. Co-workers' general support is highly positively correlated with co-workers' handling of the change and negatively correlated with anxiety only among the younger employees, while negatively related to physical burnout only among elder employees. Elder employees tend to perceive implementation of changes more negatively than their younger counterparts, which may be reflected in their higher anxiety level.

Villegas Sanchez, Carolina
Men, Women, and Machines: How Trade Impacts Gender Inequality
Chinhui Juhn, G.U.; Villegas-Sanchez, C.
National Bureau of Economic Research (NBER), 05/2012
Working Paper; no. 18106
49 p.

This paper studies the effect of trade liberalization on an under-explored aspect of wage inequality - gender inequality. We develop a theoretical framework based on the new trade theory models of firm heterogeneity to direct our empirical work. Firms self-select into exporting activities and choose their production technology. The model is augmented to account for worker heterogeneity along two dimensions: tasks (white versus blue-collar tasks) and gender (female versus male). The mechanism is as follows. A reduction in tariffs induces some firms to modernize their technology and enter the export market. New technologies involve computerized production processes and lower the need for physically demanding skills. As a result, the relative wage and employment of women improves in blue-collar tasks, but not in white-collar tasks. We test our model using a panel of establishment level data from Mexico exploiting tariff reductions associated with the North American Free Trade Agreement (NAFTA). Consistent with our theory we find that tariff reductions caused new firms to enter the export market, update their technology and replace male blue-collar workers with female blue-collar workers.

Visnjic, Ivanka
Servitization: Disentangling the impact of service business model innovation on the performance of manufacturing firms
Visnjic, I.; Van Looy, B.
Barcelona: ESADE, 07/2012
ESADE working paper; no. 230
44 p.

As manufacturing businesses compete in an ever more competitive and global economy where products get easily commoditized, innovating by adding services to the core product offering has become a highly popular strategy. Contrary to the expected strategic and economic benefits, recent findings warn of implementation hurdles that lead to a potential performance decline, the so-called "service paradox". In this paper, we analyze this paradox by disentangling the value creation and value appropriation processes of 44 subsidiaries of a multinational manufacturing firm that has been successfully developing an after-sales service business. Empirical analysis reveals that products and services act as revenue complements, thereby managing to transcend the inherent substitution of products by services. In addition, more labor-intensive services, which imply higher levels of customer proximity, further enhance profitability. Finally, our findings reveal a positive yet non-linear relationship between profitability and the scale of service activities: while initial levels of servicing result in an increase
in profitability, a period of relative decline is observed before the positive relationship between the scale of service activities and profitability unfolds again. While these findings suggest the presence of initial short-term gains, they also indicate the presence of a "profitability" hurdle; sustainable (profitable) growth seems feasible only to the extent that investments in service capabilities are translated into economies of scale. In helping to clarify the performance implications of service innovations, our findings suggest pathways to sustainable growth for manufacturing firms.

Visnjic, Ivanka
Neely, Andy
Steering manufacturing organizations towards open service innovation: The role of the integrated performance measurement system

Visnjic, I.; Van Looy, B.; Neely, A.
Barcelona: ESADE, 07/2012
ESADE working paper; no. 232
27 p.

In the face of global competition and product commoditization, manufacturing firms are increasingly opening up to opportunities in the service markets. Despite the growing interest, many new product-service providers struggle to deploy open service innovation effectively, not least because they fail to change their performance management systems (PMS) to reflect the presence of service activities. This paper reports the results of an in-depth case-study research, which examines how manufacturers can steer their transition towards open service innovation using PMS. We suggest two performance measures: service coverage, which represents the proportion of customers who engage in service relationships; and service realization, which tracks the range of services designed to satisfy a customer's needs. Not only are these two indicators complementary to traditional product business performance measures, such as market share, but the trade-off between them signals the transition that a product-service provider gradually makes from being oriented towards products and standardization to becoming focused on services and customers. Finally, the two service measures are supplemented with a complementarity index, which tracks the relationship between service and product business performance, focusing in particular on whether the relationship is reinforcing or substitutive. Combined, these three indicators allow firms to steer their service activities in an integrated and sustainable manner that creates value for the product-service provider as well as the customer.

Visnjic, Ivanka
Neely, Andy
Wiengarten, Frank
Another performance paradox? A refined view on the performance impact of servitization

Barcelona: ESADE, 07/2012
ESADE working paper; no. 231
30 p.

Manufacturing firms are increasingly adopting "servitization" - a business model innovation whereby existing product offerings are extended through related services. Despite the widespread uptake, questions remain regarding the impact of servitization on firm performance. This study investigates the performance effects of two core dimensions of servitization: service investments and service market approach, characterized by breadth and depth of service offering. Results suggest that service investments - though often underestimated by manufacturers - represent a prerequisite for growth. With respect to profit performance, we identify the negative effect of increasing service breadth, measured in number of services offered, while increasing service depth, measured in completeness of service offering, results in higher margins and an increase in market value. Depth of service offering also has a positive effect on market value. At the same time, the interplay between service depth and product innovation investments turns from positive to negative at the highest extent of service depth, suggesting trade-offs between "full-scope" servitization strategy and innovation strategy.
Ballabriga Clavería, Fernando
What kind of Central Bank for the Eurozone?
Barcelona: ESADE. Center for Global Economy and Geopolitics (ESADEgeo), 11/2011
Working Papers; no. 8
10 p.

Central banking in the euro zone has a strict legal mandate to focus on price stability and to refrain from monetary financing. This mandate limits the ability to act as a lender of last resort and eliminates the possibility of acting as a market maker of last resort, curtailing the central bank role in the delivery of financial stability. This has increased fiscal and financial stress to levels that requires swift action. It is true that there is no federal fiscal structure to back the central bank in the delivery of price stability. However, the Eurosystem is the only truly shared and independent economic institutions of the EZ with financial power to deal with the current euro troubles. This brief describes the role and alternative designs of central banks to conclude that liberating the Eurosystem from its legal mandate straitjacket is the most convenient current option at hand.

Saz Carranza, Angel
Albareda Sanz, Adrià
European regulatory networks in the telecommunications sector
Barcelona: ESADE. Center for Global Economy and Geopolitics (ESADEgeo), 04/2012
ESADEgeo position paper; no. 25
9 p.

In 1997, the International Regulatory Group (IRG) was created, the first collaborative network between European National Regulatory Authorities (NRAs). The IRG has an informal atmosphere and serves as a forum in which the NRAs share information and best practices. Five years later, in 2002, the first regulatory framework at EU level for the single telecommunications market was approved. This regulatory framework is based on a package of five directives and one regulation which were adopted between 2002 and 2009.

Vandendriessche, Marie
Global maritime governance and the South China sea
Barcelona: ESADE. Center for Global Economy and Geopolitics (ESADEgeo), 07/2012
ESADEgeo position paper; no. 26
9 p.

The South China Sea, one of the world’s geopolitical flashpoints, is heating up again. The following paper aims to contextualize the conflict within the scope of global maritime governance and its range of formal institutions. After a brief description of the tensions in the South China Sea, the formal mechanisms of global maritime governance are unwrapped in order to answer the question: who governs the seas?
**CASES**

**Carreras Fisas, Ignasi**

**Iglesias Pie, Maria**

*El enfoque de incidencia pública de Setem*

Barcelona: ESADE. Instituto de Innovación Social, 01/2012

35 p.

Aborda la evolución de la ONG Setem en su enfoque de incidencia pública y plantea la discusión sobre como debe reorientarse en época de crisis.

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**Casaburi, Ivana**

*El lanzamiento de Danonino Helado*

Barcelona: ESADE, 12/2011

16 p.

Judith estaba muy satisfecha de su nombramiento como Brand Manager de Danonino, una de las marcas con más histórico de Danone. Asociaba su infancia con el Petit Suisse, y ahora, en 2009, se convertía en la responsable de la marca. Danonino sigue siendo una de las marcas con más volumen de Danone, pero el entorno es cada vez más complejo, la categoría está en una fase de madurez muy avanzada, y las marcas blancas tienen cada vez más fuerza. Judith se enfrenta a un estimulante reto: recuperar el crecimiento de la marca.

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**Costa Guix, Gerard**

**Vila Fernández-Santacruz, Mar**

**Verdú Hernández, Laia**

*L’auditori*

Barcelona: ESADE, 11/2011

14 p.

El caso L’auditori forma parte de un consorcio juntamente con la Orquestra Nacional de Cataluña (OBC), el Ayuntamiento de Barcelona y la Generalitat de Cataluña. Es una empresa pública que tiene como misión difundir la cultura musical y acercarla a la sociedad. Su actividad se desarrolla principalmente en sus salas de conciertos. La programación se estructura en diferentes líneas en función del tipo de música de los conciertos y del público al que se dirigen las diferentes propuestas. Además, comparte instalaciones con el Museu de la Música y el ESMUC (Escola Superior de Música de Cataluña), centros con los que colabora. Cabe destacar su compromiso social que se refleja especialmente a través de los programas L’Auditori Educa y L’Auditori Apropa. Sus principales competidores directos a nivel local son el Palau de la Música y el Gran Teatre del Liceu en el ámbito musical.

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**Franch Bullich, Josep**

*Google: In or out of China?*

Franch Bullich, Josep; Zuhorn, Leonie

Barcelona: ESADE, 11/2011

28 p.

At the beginning of 2010, Google was the world’s most popular online search engine. It offered targeted search results from billions of webpages. Available in 120 languages, the company operated domains in 144 countries. Google's market share in the global search engine market was estimated at 85%. Although Google was already present in China with its international search engine, google.com, the company had decided to enter the market with a domestically-run site in 2006. However, in order to be allowed to operate the search engine in China, Google had to accept the Chinese government's censorship regulations. With the launch of google.cn, the company hoped to improve its competitiveness against its biggest Chinese rival, Baidu, and to capture more share of this highly potential market. But although Google's market share steadily increased until 2009, it was still far from equaling Baidu’s market leadership. The company also had various problems with Chinese authorities. Then, in December 2009, Google was the victim of highly sophisticated cyber-attacks aimed at acquiring personal information from the Gmail accounts of various Chinese human rights activists. Those attacks led Google to reconsider its business strategy in China. In January 2010, the company publicly announced that Google would stop censoring its search results in China and that the company had not ruled out the possibility of shutting down its operations in China in case the Chinese government did not accept "Google's new approach to China."
Franch Bullich, Josep
Montalvo García, Adolfo
Dan Samstron's dilemma
North American Case Research Association (NACRA), 10/2011
8 p.
Dan Samstron has finished his fifth case study. Feedback reveals a good product in terms of analytical and interdisciplinary depth and format. Dan has progressively adapted the case method by pursuing a strategy of learning by doing that fits his personality and teaching style. This means he is at ease with his personal values. His approach aligns with what the department’s boss, Angus Castle, expects from him; and with the culture of his institution (the Barcelona Management School or BMS for short). However Dan feels that there is still has scope for improvement in the way he uses the case method and he is toying with the idea of ‘pushing the envelope’ to foster greater student learning. Aldo Mount, a pedagogical advisor, is offering advice to Dan regarding ‘cold calling' students in the case discussion, a technique seldom used and often criticised at the BMS.

Hennchen, Esther
Lozano Soler, Josep M
Mind the gap: Royal Dutch Shell's sustainability agenda in Nigeria
OIKOS International, 06/2012
30 p.
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? And which public responsibility strategies can a multinational company (MNC) like Shell employ in a complex operating environment such as Nigeria to be sustainable? This case explores the implications of Shell's politicized role in a context where a regulatory governance framework is missing at the local and the global level. Additionally, the case discusses different public responsibility strategies that MNCs such as Shell can employ in a complex operating environment such as Nigeria. This case study is interesting as it fleshes out what constitutes Shell’s role under the conditions of globalization and a local public responsibility gap and what are the consequences of the company's engagement in global governance and self-regulation. It also creates an understanding of the challenges which organizations in controversial industry sectors face in a context of increasing demands for sustainability.

Llorensi Teixidor, Anna
Obeso Abalde, Carlos
La restructuración de Filprim S.A.
Barcelona: ESADE, 06/2012
21 p.
FILPRIM, S.A. (Filprim) es una empresa de trefilería dedicada a la producción y venta de cerramientos metálicos para usos residenciales, industriales y agrícolas. Es la empresa líder en el mercado español. Cuenta con una planta de producción en Santander y otra en Sabadell. Factura 210M€, cuenta con una capacidad productiva de 175.000Tn anuales que ocupa a 380 personas. Filprim pertenece a la multinacional siderometalúrgica SteelWorld. Después de 150 años de historia, la empresa está atravesando una grave crisis por razones internas y externas. La propiedad del grupo SteelWorld ha dado un ultimátum a su equipo directivo: deben emprender una profunda reestructuración y redimensionamiento de la compañía que garantice su viabilidad futura. El caso expone una situación compleja que afecta a la totalidad de la compañía y se solicita al alumno que elabore un plan siguiendo las directrices estratégicas de la empresa y del grupo multinacional al que pertenece. Los alumnos deberán analizar la situación y tomar decisiones, calcular sus costes directos e indirectos, y analizar las consecuencias futuras de dichas decisiones.

Planellas Arán, Marcel
Urriolagoitia Doria Medina, Lourdes Elvira
La alianza estratégica entre el Grupo VIPS y la Fundación Chandra
Barcelona: ESADE, 06/2012
70 p.
En 2009 Grupo VIPS y Fundación Chandra comenzaron a estudiar la posibilidad de firmar un acuerdo de colaboración a tres años. La empresa y la ONG colaboran desde 1999 y afirman que mantendrán esta relación de colaboración puesto que representa una verdadera alianza estratégica que aporta beneficios para ambas partes.
Pless, Nicola
Building a bridge over troubled waters? BP’s CEO prepares for a dialogue with onshore stakeholders
Barcelona: ESADE, 06/2012
12 p.
Roleplaying based on the situation that faced Bob Dudley, BP CEO, on December 2010, when he met for the first time the group of stakeholders that suffered the consequences of the largest sea oil spill in the US history.

Ramis Pujol, Juan
Emprendeduría y innovación en el sector del vino
Barcelona: ESADE, 04/2012
20 p.
El caso se basa en la capacidad emprendedora del protagonista, actual propietario de las Bodegas Viña Arganza. Se extraen lecciones sobre la evolución del emprendedor y se proponen aprendizajes relativos a la gestión de la empresa y la innovación.

van Cranenburgh, Katinka
Arenas Vives, Daniel
A Roadmap for the Heineken Africa Foundation
Barcelona: ESADE, 02/2012
18 p.
After a few years of experience of working on improving health standards in Sub-Saharan Africa, in the spring of 2011 the Heineken Africa Foundation (HAF) was revisiting its strategy and funding criteria. It needed to define its level of ambition, have understanding of the current output of its activities and align with internal stakeholders on the definition of success.
BOOK REVIEWS

Murillo Bonvehí, David

*La paradoja de la globalización* by
Book review in: *Via: Valors, Idees, Actituds: Revista del Centre d'Estudis Jordi Pujol*, no. 18, p. 175-177

Murillo Bonvehí, David

*El futur del capitalisme* by
Book review in: *Via: Valors, Idees, Actituds: Revista del Centre d'Estudis Jordi Pujol*, no. 16, p. 183-186

Murillo Bonvehí, David

*La geopolítica de las emociones: cómo las culturas del miedo, la humillación y la esperanza están reconfirmando el mundo* by
Book review in: *Via: Valors, Idees, Actituds: Revista del Centre d'Estudis Jordi Pujol*, no. 17, p. 199-201

Rington, Dimo

Book review in: *Administrative Science Quarterly*, vol. 57, no. 1, p. 167-170
Ballabriga Clavería, Fernando
Comajuncosa Ferrer, Josep
Sayeras Maspera, Josep M
Laborda Coronil, Anna
Recio Figueiras, Eugenio
Informe económico. Enero 2012
ESADE. Departamento de Economía, 01/2012
72 p.

El Informe repasa las claves de la economía mundial, europea y española. La incipiente recuperación de la economía mundial está amenazada y la crisis europea se perfila como epicentro de la amenaza. En el caso de España, el país se enfrentará durante 2012 a una situación de estancamiento o ligera contracción.

Ballabriga Clavería, Fernando
Comajuncosa Ferrer, Josep
Laborda Coronil, Anna
Informe económico. Mayo 2012
ESADE. Departamento de Economía, 05/2012
48 p.

El debate sobre cómo se aborda el ajuste de las cuentas externas entre los deudores periféricos y los acreedores centrales de la zona euro sigue abierto. La estrategia de exigir estricta austeridad a los deudores ha seguido en primer plano, pero por sí sola no es suficiente y se está resquebrajando. La periferia se encuentra con un sector privado estancado o en recesión y con un sector público que no sólo no tiene la posibilidad de llevar a término políticas monetarias y fiscales que contrarresten la situación de su sector privado, sino que, más bien al contrario, se ve forzado a aplicar ajustes fiscales y reformas. Al tener un impacto negativo sobre la actividad económica, estos ajustes y reformas realimentan las dudas sobre su capacidad para servir la deuda y en paralelo suben su prima de riesgo, imprimiendo fuerza a un dañino efecto bola de nieve sobre su endeudamiento que por si sola no puede detener. Los ajustes y reformas son necesarios, pero las políticas que contrarresten sus efectos también, y sólo pueden venir de acciones paneuropeas. El Banco Central Europeo debe estar abiertamente dispuesto a respaldar sin límite a los países que están aplicando ajustes y reformas y Alemania, la economía más favorecida con la adopción del euro, debe estar abiertamente dispuesta a complementar la austeridad de la periferia con pasos decisivos hacia la integración financiera y fiscal que disipen las dudas sobre el futuro del euro.

Goodman, Jennifer
van Cranenburgh, Katinka
Arenas Vives, Daniel
Believers in the boardroom: Religious organizations and their shareholder engagement practices
Goodman, J.; Celine, L.; van Cranenburgh, K.; Arenas Vives, D.
ESADE. Instituto de Innovación Social, 05/2012
41 p.

Religious institutions can influence corporate behaviour by being active in the ownership of their shares. Despite the fact that many faith institutions feel they are too small to actually change a company’s social and environmental practices, examples of religious shareholder engagement practices do show successes. Religious institutions are widely considered to be the pioneers of responsible investment, and make up the third largest demographic of investors globally. Besides investment portfolio decision-making, based on negative and positive screening of companies, faith traditions seem to inspire believers to actively own their shares and confront the management of the companies which they invest in, forcing them to acknowledge their responsibilities towards society.
Mogas Sibina, Esteban
Pascual Sancho, Jordi
Mendoza Mayordomo, Xavier
La inversió estrangera a l’àrea de Barcelona
Ajuntament de Barcelona - Àrea d’Economia, Empresa i Ocupació, 04/2012
63 p.

L’estudi "La inversió estrangera a l’àrea de Barcelona" es du a terme cada dos anys per iniciativa de l’Àrea d’Economia, Empresa i Ocupació de l’Ajuntament de Barcelona. Aquest estudi analitza la situació, l’evolució i les perspectives de la inversió estrangera, així com els reptes i les oportunitats percebudes per les empreses estrangeres que estan implantades al nostre territori i pels experts que estan en contacte amb inversors internacionals. L’objectiu és identificar els factors que ajudin a incrementar la competitivitat i l’attractiu de l’àrea de Barcelona envers d’altres localitzacions de l’economia global. L’edició actual d’aquest estudi ha estat realitzada per un equip de recerca d’ESADE, sota la supervisió acadèmica dels professors Xavier Mendoza i Pere Puig.

Obeso Abalde, Carlos
Informe Infojobs ESADE 2011. Estado del mercado laboral en España
Lara Moreno, L.; Margalló Barrera, N.; Roca Carreño, A.; Rojo, D.; Obeso Abalde, C.
Infojobs; ESADE, 05/2012
49 p.

InfoJobs y ESADE presentan este estudio con el objetivo de aportar conocimiento útil sobre el mercado laboral español, documentando las distintas tendencias, rasgos y oportunidades existentes. El informe se divide en tres grandes bloques que analizan: el contexto económico, el estado del mercado laboral según la actividad registrada en InfoJobs y la opinión de expertos, candidatos y empresas. El análisis se centra principalmente en la actividad del portal durante 2011, aunque para entender la evolución de las diferentes tendencias se comparan los datos obtenidos con 2008 y 2010.

Pont Rey, Javier
Mendoza Mayordomo, Xavier
I taller de competitividad del sector industrial
Deloitte-ESADE. Lecciones aprendidas en el proceso de internacionalización
Deloitte & ESADE, 07/2012
42 p.

Se recogen y sintetizan los aprendizajes de un nutrido grupo de empresas industriales españolas sobre su proceso de internacionalización respecto a, entre otros, los siguientes aspectos: aportación de la internacionalización a la competitividad de la empresa, factores clave de éxito de la internacionalización, modos de entrada en países desarrollados y emergentes, el modelo de gestión de las filiales en el exterior, las principales dificultades encontradas en el proceso de internacionalización y áreas geográficas de futuro. Se realizaron cuatro talleres (Barcelona, Bilbao, Madrid y Valencia) en los que participaron altos directivos de un total de 52 empresas.
Desde la Cámara de Comercio de Estados Unidos en España (AmChamSpain) y desde ESADE Business School, nos es muy grato poder emitir el "Barómetro de las empresas de Estados Unidos en España 2011", un informe patrocinado por UPS y en cuya realización nos hemos comprometido ambas instituciones. Este Barómetro se publica por octavo año consecutivo y su contenido se somete a la consideración del mundo empresarial, político y académico, así como, en general, de los estudiosos de la internacionalización de la economía. En el mismo, se incluyen las conclusiones del análisis realizado por un equipo de investigadores de ESADE, bajo la dirección de Pere Puig y Agustín Ulied, profesores del Departamento de Economía, y de Joan Manuel Batista, profesor del Departamento de Métodos Cuantitativos y director del Leadership Development Research Centre de ESADE. El Barómetro 2011 presenta los resultados de la encuesta que, con notable acierto, viene realizando desde el año 2004 la Cámara de Comercio de Estados Unidos en España a unas 550 empresas. La Cámara espera que, de la publicación de dichos datos y de los resultados del correspondiente análisis a cargo de los profesores de ESADE, se deriven indicaciones que contribuyan a mejorar el conocimiento y la eficacia de un conjunto de políticas de atracción y retención de la inversión directa extranjera en España. En esta ocasión, el Barómetro ha contado con la participación de un considerable número de empresas, a las que agradecemos muy sinceramente su generosa colaboración. Consideramos que hemos conseguido acreditar entre todos, a lo largo de estos ocho años, un informe único en su clase, que se ha convertido en una publicación de referencia, que analiza con todo rigor y claridad la actividad de las empresas estadounidenses que operan en España; un informe que destaca, además, por la relevancia de sus contenidos y conclusiones. Tanto la Cámara de Comercio de Estados Unidos en España -una de las instituciones económicas de mayor peso en nuestro país, promotora y patrocinadora del Barómetro desde sus inicios- como ESADE -una escuela de negocios de amplia vocación científica y académica y de gran reputación internacional-, manifestamos, un año más, nuestro compromiso en este proyecto de análisis de la situación y las perspectivas de las empresas estadounidenses en España, una iniciativa a la que ambas instituciones otorgamos, sin duda, una gran importancia.

This report focuses on constraints to SME development caused by a lack of access to finance, which is described by SMEs as the second biggest obstacle they face after the lack of a reliable supply of electricity. The study provides a comprehensive assessment of the availability of finance to SMEs in Nigeria by analyzing both the demand and supply sides of SME finance. The report further discusses a number of policy recommendations on how to reduce obstacles to SME financing and increase lending to SMEs by formal financial institutions. This report presents findings from two surveys of access to finance for SMEs in Nigeria. The first is a survey of formal SMEs (demand side survey) in which 511 of 1,154 enterprises originally surveyed in 2007 as part of the World Bank’s Nigeria Investment Climate Assessment were re-interviewed to assess their access to financial services and to investigate possible effects of the Nigerian banking crisis on their access to finance. The second is a survey of commercial banks and other formal financial institutions involved in lending to SMEs (supply side survey) to better understand their involvement with SMEs and their business models for serving this segment. Linking both surveys in this report presents a comprehensive picture of access to finance for SMEs in Nigeria in the presence of an important exogenous shock, the Nigerian banking crisis. It also enables us to cross-check conclusions and perspectives from both the consumer and supplier sides of SME finance.
This study aimed to compare the cultural patterns of Brazilian and Portuguese groups. Using an instrument named Values Scale it was possible to identify and compare these patterns. In addition, we sought to compare the leadership styles preferred by those groups using an adaptation of the Tannenbaum and Schmidt’s Taxonomy developed by Vroom (2000). Finally, we assessed whether there was correlation between cultural patterns and leadership styles. It was observed that the two groups showed a preference for Horizontal-Collectivism Cultural Pattern and the Brazilian group chose a more participative leadership style when compared with the Portuguese group. There was also a correlation between cultural patterns and leadership styles. At the end of the study limitations are presented and proposals for future research are suggested, especially between Brazilians and Portuguese, since such studies are still scarce and taking into account that these countries have in common historical past and are also facing significant social, economic and cultural changes.

This thesis provides an in-depth examination of the pricing behavior of depository receipts from emerging markets which have been largely overlooked despite their dominating role in the foreign cross-listing arena. Characteristics of depository receipts make them identical securities to their underlying stock and therefore both are expected to be priced equally. A detailed analysis of the issue has been so far hampered by the lack of quality intraday data from emerging markets that facilitates a real time analysis of the relationship between the prices of the depository receipt and its underlying stock. This direct examination is required since those markets have large trading barriers that are hypothesized to distort the theoretical pricing relationship and mask true pricing patterns. The first essay examines the fundamental long run economic relationship that ties both securities: the law of one price. Recent evidence shows that contrary to developed market equities, price parity is broken in emerging market equities due to the presence of trading barriers such as trading costs, short selling restrictions and capital controls. The first essay confirms the violation of long run price parity in Egyptian depository receipts which is corroborated by robustness tests around the different weekends between the local and host market as well as around exchange rate regime shifts. The second essay focuses on identifying whether real arbitrage opportunities exist when the underlying equilibrium pricing relationship is violated. The analysis uses a unique two year high frequency intraday dataset from 16 Egyptian and Argentinean equities to identify whether arbitrage opportunities exist during the period when both securities are simultaneously trading and establish whether arbitrage trades play a role in price convergence. The methodology used relies on a novel arbitrage identification procedure that uses dynamic trading costs and volumes. Evidence of the presence of large number of arbitrage opportunities across the sample is established. Arbitrage opportunities are found to persist for several minutes and require more than one trade to converge to no-arbitrage zones. A filtering algorithm extracts real arbitrage trades from the arbitrage trades from the dataset and establishes the important role of arbitrageurs in restoring prices to their fundamental values and in keeping prices from drifting away from a common efficient implicit price. The third essay builds on the arbitrage analysis and uses the same intraday dataset to examine whether the local or foreign market plays a more dominant role in the intraday pricing of the Egyptian and Argentinean cross-listed securities. The results show that both markets are important for the price discovery process, but that for all of the Egyptian and most of the Argentinean securities, the local market plays a more dominant role. The location of price discovery is found to depend on several factors, most importantly the liquidity and trading volume that each market can attract. The final essay in the thesis was motivated by the results of the third essay and inspired by the Arab spring movements in the Middle East. The 25th of January uprising in Egypt was accompanied by a full stock market closure for a complete two months. This created an interesting setting in which the only Egyptian equities that were allowed to trade were those with depository receipts trading in the UK. We use this event to examine the effect of a change in the legal environment on the location of price discovery and find that during the interim period where the local market was closed, the location of price discovery has shifted to the foreign market making it the dominant location for pricing activity. This provides evidence of the dynamic nature of the price discovery of depository receipts.
Proper credit rating of an issuer is a critical factor in our current economy. Professionals and academics agree on this, and the media have spread impact events caused by rating agencies. Therefore, the analysis performed by the debtor’s financial experts has significant resources on investment consulting firms and rating agencies. Nowadays, many methodological and technical exist to support the professional qualification of the credit quality of issuers. However there are still many gaps to complete and areas to develop for this task to be as precise as needed. Moreover, machine learning systems based on core functions, particularly Support Vector Machines (SVM) have been successful in classification problems when the data are not linearly separable or when noisy patterns are used. In addition, by using structures based on kernel functions is possible to treat any data space, expanding the possibilities to find relationships between patterns, a task that is not easy with conventional statistical techniques. The purpose of this thesis is to examine the contributions made in the replica of rating, and, to look at different alternatives to improve the performance of prediction with SVM. To do this, we first reviewed the financial literature and overview the models used to measure credit risk. We reviewed the approaches of individual credit risk measurement, used principally for the lending bank and the individual assessment of investments in fixed income securities.

Proper credit rating of an issuer is a critical factor in our current economy. Professionals and academics agree on this, and the media have spread impact events caused by rating agencies. Therefore, the analysis performed by the debtor’s financial experts has significant resources on investment consulting firms and rating agencies. Nowadays, many methodological and technical exist to support the professional qualification of the credit quality of issuers. However there are still many gaps to complete and areas to develop for this task to be as precise as needed. Moreover, machine learning systems based on core functions, particularly Support Vector Machines (SVM) have been successful in classification problems when the data are not linearly separable or when noisy patterns are used. In addition, by using structures based on kernel functions is possible to treat any data space, expanding the possibilities to find relationships between patterns, a task that is not easy with conventional statistical techniques. The purpose of this thesis is to examine the contributions made in the replica of rating, and, to look at different alternatives to improve the performance of prediction with SVM. To do this, we first reviewed the financial literature and overview the models used to measure credit risk. We reviewed the approaches of individual credit risk measurement, used principally for the lending bank and the individual assessment of investments in fixed income securities. Models based on portfolio of assets have also been reviewed, both those proposed from academia such as those used by financial institutions. In addition, we have reviewed the contributions carried out to assess credit risk using statistical techniques and machine learning systems. Particular emphasis has been placed on learning methods methodologies used to perform adequately replicate rating. To improve the performance of replication, a discretization technique has been chosen for the variables under the assumption that, for the opinion of the technical rating companies, financial experts intuitively evaluate the performances of companies in intervalar terms. In this thesis, for rating replication, we used a data sample of companies in developed countries. Different types of SVM have been used to replicate and discussed the goodness of the results of the replica, compared with two other statistical techniques widely used in the financial literature. Special attention has been given to measure the goodness of fit of the models in terms of rates of success and how they errors are distributed. According to the results it can be argued that the performance of SVM is better than the statistical techniques used in this thesis. In addition, it has been shown that in the process of discretization of the input data no-relevant information is lost. This contributes to the idea that financial experts instinctively made a similar process of discretization of financial information to deliver their credit opinion of the qualified companies.

The Thesis - “Navigating into the Spider’ Web, Developing Resilience in the Wake of an Industrial Disaster in the Bangladesh Ready Made Garment Sector” – (hereinafter the Thesis) summarizes the Author’s experience, based on a multi-stakeholder approach, carried out in Bangladesh, to build the Spectrum Voluntary Relief Scheme to manage the negative consequences derived from the collapse of the Spectrum factory (Savar, Bangladesh 2005). The first innovation offered by the Thesis is the spider web: an illustrative concept used by the Author to capture the ultimate roots of the crisis derived from the mentioned factory collapse. In other words, a spider web unlike nets actually knitted by spiders, was messy, and, as such, it was opaquely woven with distrust threads linking Local and International stakeholders present at the Spectrum accident arena. Thus, the mutual distrust come from the combination of the following factors: (i) a failure to abide by current Bangladesh Laws; (ii) a lack of resources to enforce an effective Legal Framework and (iii) a consistent disregard for commitments voluntarily made by International Buyers after approving their respective Codes of Conduct for External Manufacturers and Suppliers. The second innovation offered by the Thesis was its theoretical framework based on a holistic Relational Social Capital concept derived from the adaptation of several current management theories and to guide the intervention through The Spectrum Voluntary Relief Scheme in this complex scenario. The third innovation was the procedure to build tools (i.e. Fact Finding Mission, Scale and actuarial model to calculate compensations to injured workers and the families of those deceased as a result of the accident) to simultaneously: (i) solve the crisis derived from the factory collapse and (ii) foster Trust, Closeness and Cooperative behaviour among stakeholders involved in the Spectrum accident. Additionally, the Thesis offers three innovations: (i) a second spider web, which, even more obscure, messy and opaque that permeated Scheme beneficiaries’ community, social, religious and family everyday lives, was directly responsible for the stalwart exclusion of the most vulnerable groups; (ii) its conceptualization on the basis of Four Ps: Political and Constitutional Values (P1); Patrilineal Kinship (P2); Para (P3) and Purdhah (P4) and (iii) the procedure to assess the impact of these mentioned four Ps on Spectrum Widows’ lives. The Thesis identifies a third spider web, which, concentric the other two and, therefore, present in factories as well as family households and communities where beneficiaries and their relatives live, is knitted by a poor judicial system to safeguard Women’s Rights, being its direct consequence: the insufficient protection of the Spectrum Widows’ Rights to free enjoy the compensations received from the Spectrum Scheme in a country with showed one of the highest VAW rates in the world. Finally, this innovative relational framework designed to solve future complex crisis derived from labour accidents in LDC, accumulating Trust and Social Capital, concludes using its most immediate practical outcome: the Bangladesh Welfare Act (2006).
This thesis presents a framework for open models of decision support through a compendium of papers that links research on the inward and outward flows of knowledge to the organization and decision support technologies. The framework presents underlying factors driving new and more open models of decision support. A typology of decision support models is offered considering types of problems organizations and managers charged with decision-making face. Thesis essay #1 suggests a perspective of ... 

Sustainability-as-practice. A case study of managers' micro-strategic work to integrate sustainability with business practices in a healthcare multinational
Svejnová, S., Hockerts, K.
Universitat Ramón Llull. ESADE
06/2012

This dissertation applies a micro-strategic perspective to the phenomenon of integrating sustainability into business practices. It is the result of a 3-year single case study of a corporate sustainability programme, through its different stages of development from formation to business integration. The company is a Denmark-based, global healthcare corporation, which in 2007 launched an ambitious sustainability programme; "Action for Health". The programme works with non-profit partners in emerging markets, to improve healthcare related to the company's main business areas. Sustainability practices are increasingly prevalent in corporations and their institutional landscape. An abundance of networks, consultancies, think-tanks, blogs, books, tools and organizations is devoted to the development of corporate sustainability practices, yet deeper integration of sustainability practices with business strategies has only been practiced by few. Reports show that managers are interested in integrating sustainability with business strategy, and they believe it is pivotal to future success and growth, but they are uncertain how to practically do so. Sustainability, as all new practices, draws on unfamiliar meanings and creates tensions with existing practices. Theory has thus far not clearly addressed the strategic challenges of overcoming these tensions. By applying a micro-lens to the implementation of sustainability in one corporation, this dissertation aims to do so. The research question is: How do managers execute a vision of sustainability integration into the microstrategic processes of everyday corporate life? To answer this question, the dissertation adopts a qualitative and constructivist methodological approach. It aims to interpret meanings of social behaviour, not to put these on formula for improved managerial behaviour, but to understand better the activity, choices and dilemmas of managers in the selected case. The case is an instrumental case study, meaning that it is used as an illustration of a larger social issue. Its findings are
through the lenses of Strategy as Practice (SAP) theory and amplified by Institutional Logics. Scholars in both these theoretical communities argue that we need a stronger understanding of social phenomena from the perspective of the individuals engaged in their maintenance and making, which is in this study methodologically achieved by following managers in their everyday strategic actions and deliberations. By doing so, the study reveals a highly emergent way of strategizing sustainability, ripe with tension and ambiguity across several stages and layers of management. This tells a different story than what current literature purports about sustainability integration, and instead of prescribing or normatively assessing sustainability strategy, it investigates the underlying socialized premises on which managers understand sustainability, and how these affect managers’ approaches and actions towards integration of new and old practices. The study shows how strategic action concerning the sustainability programme is influenced by two sets of logics: On one side an existing set of business logics, with which managers understand the company’s goals to grow, generate profit to shareholders within a short time-frame and work efficiently to these ends. And on the other side a less prevalent set of “social” logics, which comprises ethical values, long-term impact, and the creation of better societies. The sustainability programme’s aims encompass both logics, but managers are less familiar with the social logic. This creates strategic confusion, in which an informal practice based on strong business logics, corrodes the formal social practice. Through lengthy experimentation, managers are able to address the inconsistencies and locate an existing set of corporate practices, in which the sustainability objectives can be integrated as an asset rather than an add-on to business objectives and strategies.

The dissertation contributes to three literatures: Firstly, it contributes to SAP theory by extending its core framework, which argues that strategy as practice develops through iterations of practitioners, their daily praxis and the larger practices, which practitioners create, maintain and draw on. The practices level in SAP theory has thus far been theorized as both strategic activity itself and an institutional level of practices that guide activity. This guidance, argue SAP scholars, comes mainly from the strategy field itself. This dissertation shows that practices that guide strategic activity are much broader and come from a multitude of institutional fields and practices, in the case identified as amongst other sustainability, shareholder value and national health care policy. Particularly in projects and units peripheral to core corporate strategy, may experimentation with new and foreign practices unfold. The challenge is to integrate their work with existing corporate practices, so it can create value for the company – without absorbing the new practices to the extent of assimilation. Secondly, it contributes to Institutional Logics by building on analytical insights from the application of a micro-study to the IL perspective. IL scholars have expressed the need for understanding IL in micro practices, but not many such studies have been conducted. By doing so, I reveal the need for further analytical distinction of logics and suggest a layering of Institutional Logics in orders, logics and types. This serves to understand the empirical plurality of logics’ forms, and to sharpen our attention to the complexity of their amalgamation in daily social praxis. Finally it contributes to the extensive CSR literature by pointing attention to the strategic implications of sustainability practices, and arguing that a deeper understanding of strategy gives scholars alternative understandings of companies’ seeming reluctance in CSR execution. It shows that experimentation is a core element in integrating the largely foreign logics of a "social" orientation with current business practices, and poses the opportunity for CSR scholars to investigate the layers of logics assigned to the sustainability phenomenon by corporate practitioners. The dissertation concludes with insights for practice, limitations and avenues for further research.

Lecuna Bueno, Antonio
Puig-Bastard, Pere (dir.)
Decentralization, corruption, and inflation: the case of neopopulism in Venezuela
Universitat Ramón Llull. ESADE
05/2012

The doctoral thesis based monographic articles presented is a collection of four complementary papers: Corruption and Size Decentralisation; Flawed Decentralisation and Corruption in Venezuela; Stagflation in Neopopulist Venezuela; and Structural Consolidation of the PSUV. The very brief introduction before the first paper and the general conclusions after the fourth paper justifies the coherence and unity of the work, mainly by relating the research within some of the larger empirical and theoretical debates of the area. Overall, the research lies at the intersection of economics, public administration, planning and development, and political science. The keywords or primary subfields of interest are: corruption, decentralisation, Venezuela, populism and inflation. Summarising in one short and easy sentence, the main finding strongly supports the argument that the consolidation of unpopulated subnational units into relatively more autonomous and democratic organisations of governance is a viable institutional reform to strengthen accountability and transparency in corrupt countries. The country of study -Venezuela- is an interesting and significant case in view of the broad political and economic changes that have taken place there in recent years.
Murphy, Brian Matthew
Arenas, Daniel (dir.)
Cross-sector social partnerships: value creation and capabilities
Arenas, D., Rivera-Santos, D.
Universitat Ramón Llull. ESADE
05/2012

This thesis is organized in a compendium of three individual, though interrelated, articles that focus on various aspects of cross-sector inter-organizational relationships (IORs), where alliances between firms and civil-society organizations are formed to address complex societal dilemmas. The overall goal of this work is to contribute to the literature on cross-sector alliances by exploring the specificities of capabilities required to engage effectively in IORs where partners and alliance ... [+ ]goals differ greatly from business-to-business alliances. The first article, "Through Indigenous Lenses: Cross-sector collaborations with fringe stakeholders" (Murphy and Arenas, 2010), illustrated through three case studies, proposes a framework for cross-cultural bridge building and a model for value creation in cross-sector collaborations between businesses and fringe stakeholders. The second article, "Value Creation in Cross-Sector Collaborations: Increasing Influence for Competitive Advantage" (Murphy, Arenas and Batista), based on a survey conducted among 362 Spanish managers across multiple sectors, analyzes the effects and interaction of prior alliance management experience and the alignment of partners' missions, strategies and values on the success of cross-sector collaborations. Finally, the article "A New Perspective on Learning and Innovation in Cross-Sector Collaborations" (Murphy, Perrot and Rivera-Santos, 2012), supported by two case studies, introduces the concept of Relational Capacity for Social Innovation, a model related to Absorptive Capacity, but better suited to the context of learning and innovation in cross-sector collaborations in subsistence marketplaces.
PHD PROGRAMME CONTRIBUTIONS

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Rezazade Mehrizi, Mohammad Hosein  
Nicolini, Davide  
Rodón Mòdol, Joan  
**Transversal learning from information systems related incidents**  
International Conference on Organizational Learning, Knowledge and Capabilities (OLKC 2012)  
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Sesé Muniategui, Feliciano  
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European Conference on Information Systems  
Association for Information Systems (AIS)  
Barcelona, 10/06/2012 - 13/06/2012

Valencia Silva, Maika  
Lamolla Kristiansen, Laura  
Amorós Espinosa, Ernesto  
Planellas Arán, Marcel  
**Business goals and performance relationships in new ventures created by women entrepreneurs**  
INBAM 2012  
International Network of Business and Management Journals (INBAM); Universitat de València  
Valencia, 20/03/2012 - 22/03/2012
AWARDS

Pless, Nicola  
2011 Best Article Award. Global Leadership Advancement Center (GLAC)  
Nicola Pless, Thomas Maak & Guenter Stahl  
San José State University  
Global Leadership Advancement Center (GLAC)  
02/2012

The award winning paper, ”Developing responsible global leaders through international service learning programs: The Ulysses experience”, was published in the Academy of Management Learning and Education Vol. 10(2), 237-260.

Visnjic, Ivanka  
IBM Faculty Award  
Ivanka Visnjic  
IBM Global Services España  
06/2012

The IBM Faculty Awards is a competitive worldwide program intended to foster collaboration between researchers at leading universities worldwide and those in IBM research, development and services organizations and to Promote courseware and curriculum innovation to stimulate growth in disciplines and geographies that are strategic to IBM. Present award to prof. Visnjic consist on cash award to finance a research project devoted to mapping ICT business model changes.
**Ayudas obtenidas** de European Commission 7th Framework Programme – ICT 2011 – Collaborative Project
Proyecto: Creativity in learning through Social Computing and Game Mechanics in the Enterprise
Acrónimo: COLLAGE
IP: Esteve Almirall
Duración: 36 meses
Institución coordinadora: ESADE-URL
Partners: 9 – The City University; INSEAD; Institute of Communication and Computer Systems; PlayGen Ltd; Exact Learning Solutions Spa; Fiat Servizi per l’Industria Scpa; Centre Europeen d’Education Permanente; Stichting WAAG Society.
Importe TOTAL: 3.749.000 €
Importe ESADE: 601.360 € Ayuda obtenida: 507.760 €

**Ayudas obtenidas** de la Universitat Ramon Llull – Convocatoria del Programa de Ayudas a la Investigación - Programa de Intensificación en Investigación de la Universitat Ramon Llull para el curso académico 2012-2013:

Profesores con Intensificación:
- **Management:**
  - Joan Rodon Mòdol
  - Núria Agell Jané
  - Cristina Giménez Thomsen
  - Vicenta Sierra Olivera
  - Joan Manuel Batista-Foguet
  - Gerard Costa Guix
  - Oriol Iglesias Bedós
  - Daniel Arenas Vives
  - Ayuda obtenida: 149.881 €
- **Derecho:**
  - Elia Marzal Yetano
  - Núria Gines
  - Ayuda obtenida: 19.138 €

**Incorporación de Visitings de Investigación:**
- **Dr. Katharina Schmid**
  2006 – Ph.D. at Queen’s University Belfast
  Research Interest: Team identity, workplace stressors and job satisfaction: Risk factors and prevention of absenteeism
  Lecturer in Psychology
  New College, University of Oxford
  Research Fellow (funded by the Leverhulme Trust)
  University of Oxford, Department of Experimental Psychology
  Host: IEL – Instituto de Estudios Laborales
  Período: Junio 2012 - Agosto 2012

- **Dr. Silke Astrid Eisenbeiss**
  2008 – Ph.D. at University of Konstanz & Erasmus University Rotterdam
  Research Interest: Responsible Leadership
  Research Fellowship of the German Excellence Initiative
  Ludwig-Maximilians-University Munich
  Host: IIS – Instituto de Innovación Social
  Período: Julio 2012

- **Ph.D. Kati Helena Järvi**
  Master of Science - Economics and Business Administration
Celebrada la VIII Jornada de Investigación de ESADE el pasado día 28 de junio

La VIII Jornada de Investigación de ESADE tuvo lugar el día 28 de junio de 2012 en el E-GARAGE del Campus de Sant Cugat. El objetivo de esta Jornada de carácter anual, es contribuir desde la celebración, la socialización y el reconocimiento, a la transformación de ESADE como una institución académica que, produce investigación avanzada. En esta ocasión, bajo el título “Business Schools and Crisis - Qué respuestas deben dar las escuelas de Negocios y las de Derecho a la crisis económica, social y ética. Aproximaciones desde la Investigación”, se dieron cita más de 70 investigadores e investigadoras de todas las unidades de investigación y departamentos de ESADE, que compartieron sus reflexiones sobre las cuestiones fundamentales de esta crisis, sobre las preguntas difíciles que se están planteando y sobre las respuestas que es posible ofrecer desde la academia.

La Jornada, que fue inaugurada por el Secretario General del Universidades de la Generalitat de Catalunya el Sr. Antoni Castellà y el Vicerrector de Investigación e Innovación de la URL el Dr. Lluís Comelles, se basó en un conjunto de pequeños workshops ágiles y muy participativos donde se pudieron compartir, debatir y enfrentar diferentes visiones y enfoques alrededor de la crisis económica, social y ética. Se completó la Jornada con un update sobre, la redacción de los “Principles for Responsible Mangement Education” en cuyo grupo de trabajo ESADE participa activamente y sobre las novedades y la actividad investigadora de ESADE, en este último curso. A lo largo de la Jornada, las distintas Unidades de Investigación de ESADE, mostraron mediante pósters sus equipos, proyectos y otras actividades de investigación.
Coordination & Edition:
Cristina Solé
ESADE. Information & Knowledge Service

Academic Management:
Prof. Francesc Cribillers. Research Office.
Research and Knowledge Vice-Deanship