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n. 20

Boletín de Investigación Research Newsletter

Agosto 2012 - Julio 2013
August 2012-July 2013



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BAL, M., KOOIJ, D.T., & DE JONG, S.B. (2013)

HOW DO DEVELOPMENTAL AND ACCOMMODATIVE HRM ENHANCE EMPLOYEE ENGAGEMENT AND COMMITMENT? THE ROLE OF PSYCHOLOGICAL CONTRACT AND SOC-STRATEGIES. *JOURNAL OF MANAGEMENT STUDIES*, 50 (4), 545-572.

In the context of the changing workforce, this study introduced two perspectives on HRM and distinguished universalistic developmental HRM from contingent accommodative HRM. We predicted two separate pathways for the effects on two employee outcomes: work engagement and affective commitment. We expected that developmental HRM would universally relate to employee outcomes by rebalancing the psychological contract between the employee and organization into a less transactional to a more relational contract. We also predicted that accommodative HRM would relate to outcomes only when fulfilling specific needs of employees, associated with their selecting, optimizing, and compensating strategies. Results of a multilevel study among 1,058 employees in 17 healthcare units fully supported our expectations regarding the role of the psychological contract. Additionally, we found support for the expected roles of selection and compensation, but not for optimization strategy. This study contributes to the literature by demonstrating that HRM relates to employee outcomes through multiple pathways, which can be either universal or contingent.

REVILLA, E., SÁENZ, M. J., & KNOPPEN, D. E. F. (2013)

TOWARD AN EMPIRICAL TYPOLOGY OF BUYER-SUPPLIER RELATIONSHIPS BASED ON ABSORPTIVE CAPACITY. *INTERNATIONAL JOURNAL OF PRODUCTION RESEARCH*, 51(10), 2935-2951.

This paper develops a taxonomy of buyer-supplier relationships (BSRs), based on the supplier's absorptive capacity (AC). AC encompasses three learning processes: exploration, assimilation, and exploitation. The aim is to develop a taxonomy that can predict a firm's performance with regard to innovation and operational efficiency. This research complements the literature, which presently focuses on descriptive rather than predictive taxonomies. Data from 153 firms were collected through survey research. Confirmatory factor analysis was used to assess the quality of data and calculate composite scores to be used in the cluster analysis to develop the BSRs patterns. Analysis of variance was used to explore the relationships between BSR type and firm performance. Finally, semi-structured interviews aided interpretation of the proposed taxonomy. Findings support the identification of groups of dyads through different combinations of the learning processes underlying AC. The different combinations are typified through AC strength and AC reinforcement. The results provide evidence of a significant relationship between AC strength and firm performance. Surprisingly, we did not find empirical support for the relationship between AC reinforcement and performance.

SÁENZ, M., REVILLA, E., & KNOPPEN, D. E. F. (2013)

ABSORPTIVE CAPACITY IN BUYER-SUPPLIER RELATIONSHIPS: EMPIRICAL EVIDENCE OF ITS MEDIATING ROLE. *JOURNAL OF SUPPLY CHAIN MANAGEMENT. IN PRESS.*

Companies increasingly depend upon the knowledge of supply chain partners to deliver superior value to customers with ever shifting preferences. This transference requires absorptive capacity (AC), which allows an organization to identify external knowledge and convert it into value for the firm. Based on an approach of dynamic capabilities, AC encompasses three related learning processes: exploration, assimilation, and exploitation. Within the particular context of buyer-supplier relationships (BSR), the aim of this research is to examine AC, one of its most relevant antecedents—organizational compatibility—and its outcomes. Two samples of 153 and 199 companies, operating as key suppliers of two focal buyers, a European multinational retail chain and an American multinational spare parts distributor respectively, constitute the empirical base of the study. Results derived from structural equations modelling, and more precisely multi-group confirmatory factor analysis and a formal test of mediation, strongly indicate for both samples that AC mediates between organizational compatibility on the one hand and innovation and efficiency performance on the other hand. Results also indicate that the mediating effect of AC related to innovation increases with demand uncertainty. This paper thus suggests that managers must be aware that the selection of supply chain partners based on their compatibility alone is not enough. AC is necessary to achieve sustainable performance improvement.

MASUDA, A., POELMANS, S.A.Y., SPECTOR, P.E., ALLEN, T.D., COOPER, C.L., LAPIERRE, L.M., O'DRISCOLL, M. ET AL.(2012)

FLEXIBLE WORK ARRANGEMENTS AVAILABILITY AND THEIR RELATIONSHIP WITH WORK-TO-FAMILY CONFLICT, JOB SATISFACTION AND TURNOVER INTENTIONS: A COMPARISON OF THREE COUNTRY CLUSTERS. *APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW*, 61(1) 1-29.

The present study explored the availability of flexible work arrangements (FWA) and their relationship with manager outcomes of job satisfaction, turnover intentions, and work-to-family conflict (WFC) across country clusters. We used individualism and collectivism to explain differences in FWA availability across Latin American, Anglo, and Asian clusters. Managers from the Anglo cluster were more likely to report working in organisations that offer FWA compared to managers from other clusters. For Anglo managers, flextime was the only FWA that had significant favorable relationships with the outcome variables. For Latin Americans, part-time work negatively related with turnover intentions and strain-based WFC. For Asians, flextime was unrelated to time-based WFC, and telecommuting was positively associated with strain-based WFC. The clusters did not moderate the compressed work week and outcome relationships. Implications for practitioners adopting FWA practices across cultures are discussed.

HOLTSCHLAG, C., MORALES ROSALES, C. E., MASUDA, A., & MAYDEU-OLIVARES, A. (2013)

COMPLEMENTARY PERSON–CULTURE VALUES FIT AND HIERARCHICAL CAREER STATUS. *JOURNAL OF VOCATIONAL BEHAVIOR*. 82(2), 144-153.

Although career success is an issue of global concern, few studies have examined the antecedents of career success across cultures. In this study we test whether the relationship between individuals' self-enhancement values (achievement and power) and hierarchical status differs across 29 countries and whether this variation depends on countries' cultural value orientations. The results of the multilevel regressions indicate that the relationship between self-enhancement values and hierarchical status varies across the 29 countries and that the cultural value orientations of egalitarianism and hierarchy moderate this relationship. In line with trait-activation theory, individuals with high self-enhancement values were most likely to obtain hierarchical status if their values differentiated them from the other members of the culture.

MORALES ROSALES, C. E., & HOLTSCHLAG, C. (2013)

POSTMATERIALIST VALUES AND ENTREPRENEURSHIP. A MULTILEVEL APPROACH. *INTERNATIONAL JOURNAL OF ENTREPRENEURIAL BEHAVIOUR AND RESEARCH*, 19 (3), 266-282.

One of the predominant theories regarding changing in values in advanced societies is the postmaterialist values theory, developed by Ronald Inglehart. A lot of research has focussed on postmaterialistic values (freedom, fulfilment of personal objectives, self-expression) and their relation to different social and economic phenomena; however, there is little research on the relationship between postmaterialism and entrepreneurship. A model was drawn up to explore the predictive capacity of postmaterialism in entrepreneurship. The measure of postmaterialism was taken from Inglehart's 4-item postmaterialism index and has been controlled by income level, age, gender and education level. Data from twenty thousand subjects from 25 OECD countries is used in the 1999-2004 database of the World Value Survey to measure all these variables. There is significant evidence that postmaterialism decreases a person's likelihood of becoming an entrepreneur, although its impact varies depending on the variables incorporated into the models. It is in fact materialistic people, concerned about material needs who tend to create more companies. These results suggest that entrepreneurs are basically economic driven people. The relationship between postmaterialism and entrepreneurship has been studied using countries as unit of analysis; this paper's main contribution is that it considers the individual as a unit of analysis.

MORALES ROSALES, C. E., & MARQUINA, P. (2013)

ENTREPRENEURIAL SKILLS, SIGNIFICANT DIFFERENCES BETWEEN SERBIA AND GERMANY. *JOURNAL OF CENTRUM CATHEDRA*, 6(1), 129-141.

An extensive bibliography already exists on entrepreneurial skills, which explicitly accepts that skills have impact on entrepreneurial success. However entrepreneurship research lacks consensus regarding the issue of what are the main skills an entrepreneur needs. This study contributes with empirical data to this debate, analysing the under-researched group of potential entrepreneurs in an international comparative cross-cultural setting: Serbia, an upper middle income economy wishing to enter the EU, and Germany, Europe's biggest economy. A sample of 394 potential entrepreneurs was given the SAT-ECENT questionnaire testing four basic skills: readiness to change, learning capacity, impact on people and stress tolerance. The questionnaires were administered both in Serbia (n=190) and in Germany (n=204). Significant differences were found in the perceptions of the development of the skills in a country-based comparison. Additionally, the questionnaire presents different components in both samples. This suggests that cultural differences have an important role in the entrepreneurial-skills perception.

HALLER, A., NOBES, C., CAIRNS, D., HELSTROM, A., MOYA GUTIERREZ, S., PAGE, M., & WALTON, P. (2012)

THE EFFECTS OF ACCOUNTING STANDARDS. *ACCOUNTING IN EUROPE*, 9(2), 113-125.

This paper brings together the comments made by the European Accounting Association's Financial Reporting Standards Committee to a discussion paper (DP) issued by European Financial Reporting Advisory Group/UK Accounting Standards Board (ASB). It analyses the content of the DP and then discusses what effects should be considered. It considers that all effects should be evaluated, irrespective of whether they normally fall within the standard-setter's purview, and provides a taxonomy of effects. It illustrates the difficulty of determining what effects should be considered by the standard-setter. The paper then discusses when effects should be reviewed. It agrees with the DP that effects need to be considered from inception of the project. It disagrees that the standard-setter should necessarily be responsible for all of the effects analysis. It argues that effects are likely to be different by geographical region and industry sector, and recourse should be had to national standard-setters and other organisations. While preparers may make representations about effects during the due process, these are not likely to be a representative sample. The paper suggests that in particular post-implementation reviews are better carried out independently. It observes that the DP does not address the practicalities of carrying out research in this area.

FITÓ BRETRAN, M.A., MOYA GUTIERREZ, S., & ORGAZ GUERRERO, N. (2013)

CONSIDERING THE EFFECTS OF OPERATING LEASES CAPITALIZATION ON KEY FINANCIAL RATIOS. *REVISTA ESPAÑOLA DE FINANCIACIÓN Y CONTABILIDAD-SPANISH JOURNAL OF FINANCE AND ACCOUNTING*. IN PRESS.

Current IFRS accounting regulation does not require capitalization of operating leases. However, this may change once the new IASB proposal is published. Relevant Spanish companies have been lobbying strong for the delay or even the cancellation of the proposal. In this paper we assess the potential impact that would be derived from operating leases capitalization. We have built on the constructive capitalization method as the basis for our analysis but we have also run the tests with the factor method. Results show how the impact on financial ratios is statistically significant. When the sector is considered, retail and energy show to be most affected. We also find a positive relationship between size, ratio variation and retail sector membership. Our results answer to the question of why Spanish companies show themselves against this proposal. This study is an ex ante research and cannot go beyond the effect analysis of this new standard.

ARIMANY SERRAT, N., MOYA GUTIERREZ, S., & ORGAZ GUERRERO, N. (2013)

EL RESULTADO GLOBAL: UNA APROXIMACIÓN DE LA INFORMACIÓN CONTABLE A LA REALIDAD DE LOS MERCADOS. *REVISTA DE CONTABILIDAD Y DIRECCIÓN/ACCID. IN PRESS.*

Un elemento novedoso que incorporan las cuentas anuales es el resultado global, como nuevo concepto de resultado (que incorpora el tradicional resultado neto más o menos los ajustes en patrimonio neto) en sintonía con la realidad de los mercados. En nuestro trabajo analizamos si la información derivada del resultado global, en el período 2009-2011 para las empresas del IBEX 35, añade más poder informativo al análisis de los estados financieros y en especial a las rentabilidades como indicadores de la realidad de los mercados.

ROCK, D., SIEGEL, D., POELMANS, S. & PAYNE, J. (2012)

THE HEALTHY MIND PLATTER. *NEUROLEADERSHIP JOURNAL*, 4, 1-23.

Spurred on in 2011 by the U.S. Government's relaunch of the food pyramid as a 'healthy eating plate', the authors Daniel Siegel and David Rock decided to explore a framework for understanding the ideal diet for our brain. We decided to coin this the "Healthy Mind Platter". We do not refer literally to substances like glucose, which is an essential nutrient for the functioning of the brain, but to a set of everyday activities that on the whole, optimize "brain health". Based on our literature review, we hypothesize that there are seven activities that each have different and beneficial effects on the mind that complement each other, providing together a well-balanced "mental diet" for optimal neurocognitive functioning and well-being.

POELMANS, S. (2012)

THE "TRIPLE-N" MODEL: CHANGING NORMATIVE BELIEFS ABOUT PARENTING AND CAREER SUCCESS. *JOURNAL OF SOCIAL ISSUES*, 68 (4), 838-847.

In the discussion of the special issue on Sustainability in Combining Career and Care, Poelmans identifies common themes across all contributions and derives an inclusive model incorporating the insights generated by the different contributors. Using an exemplary hypothetical case, Poelmans effectively shows how the crucial influence of normative beliefs about working parents and careers is imbedded in multiple layers of context created by the spousal relationship, the occupation, the organization, and the national or ethnic culture. In order to challenge the status quo and to change multilevel normative beliefs about parenting and career success, Poelmans develops and calls for further research on the "Triple-N Model," where "Triple N" stands for (1) Nominating Norms, (2) Navigating Norms, (3) and creating New, No-nonsense Norms.

CONTRIBUCIONES ACADÉMICAS · ACADEMIC CONTRIBUTIONS

REVISTAS · JOURNALS

ALLEN, T., LAPIERRE, L., SPECTOR, P., **POELMANS, S.**, COOPER, C., WALVOORD, A., O'DRISCOLL, M., SANCHEZ, J., ANTONIOU, A.S., GEURTS, S., KINNUNEN, U., PAGON, M., & WOO, J.M. (2013)

THE LINK BETWEEN NATIONAL PAID LEAVE POLICY AND WORK-FAMILY CONFLICT AMONG MARRIED WORKING PARENTS. *APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW*. IN PRESS.

We investigated relationships between four dimensions of work–family conflict (time- and strain-based work interference with family, time- and strain-based family interference with work) and three key national paid leave policies (paid parental leave, paid sick leave, paid annual leave) among a sample of 643 working married parents with children under the age of 5 across 12 industrialised nations. Results provided some evidence that paid sick leave has a small but significant negative relationship with work–family conflict. Little evidence was revealed of a link between paid parental leave or of a link between paid annual leave and work–family conflict. Family-supportive organisational perceptions and family-supportive supervision were tested as moderators with some evidence to suggest that paid leave policies are most beneficial when employees' perceptions of support are higher than when they are lower. Family-supportive organisational perceptions and family-supportive supervision were both associated with less work–family conflict, providing evidence of their potential benefit across national contexts.

YANG, L., SPECTOR, P.E., SANCHEZ, J.I., ALLEN, T.D., **POELMANS, S.**, COOPER, C.L., LAPIERRE, L.M., O'DRISCOLL, M.P., ABARCA, N., ALEXANDROVA, M., ANTONIOU, A.S., BEHAM, B., BROUGH, P., ÇARIKÇI, I., FERREIRO, P., FRAILE, G., GEURTS, S., KINNUNEN, U., LU, C., LU, L., MORENO-VELÁZQUEZ, I.F., PAGON; M., PITARIU, H., SALAMATOV, V., SIU, O.L., SHIMA, S., SUÁREZ SIMONI, A., TILLEMANN, K., WIDERSZAL-BAZYL, & M., WOO, J. (2012)

INDIVIDUALISM-COLLECTIVISM AS A MODERATOR OF THE WORK DEMANDS-STRAINS RELATIONSHIP: A CROSS-LEVEL AND CROSS-NATIONAL EXAMINATION. *JOURNAL OF INTERNATIONAL BUSINESS STUDIES* 43, 424-443.

Surveying 6,509 managers from 24 countries/geopolitical entities, we tested the process through which individualism–collectivism at the country level relates to employees' appraisals of and reactions to three types of work demands (i.e., work hours, workload, and organizational constraints). Our multilevel modeling results suggested that, while working the same number of hours, employees from individualistic countries reported a higher perceived workload than their counterparts in collectivistic countries. Furthermore, relationships of perceived workload and organizational constraints with job dissatisfaction and turnover intentions were stronger in individualistic than in collectivistic countries.

Importantly, results of supplementary analyses suggested that the cultural value of individualism–collectivism moderated the mediation effect of perceived workload between work hours and both job dissatisfaction and turnover intentions. Our findings highlight the need to expand contemporary theories of work stress by applying multilevel approaches and incorporating crossnational differences in dimensions such as individualism–collectivism while studying how employees appraise and react to important work stressors.

BOADA-GRAU, J., PRIZMIC-KUZMICA, A-J., GONZÁLEZ-FERNÁNDEZ, M.D. , & VIGIL-COLET, A. (2013)

SPANISH VERSION OF BUS DRIVERS' JOB DEMANDS SCALE (BDJD-24). *PSICOTHEMA*, 25 (2), 258-265.

Karasek and Theorell's Job Demands-Control Model argues that adverse health-related outcomes, both psychological and physiological, arise from a combination of high job demand and a low level of job control. The objective was to adapt Meijman and Kompier's Bus Drivers' Job Demands Scale (BDJD-24), which enables us to assess the job demands of bus drivers, to Spanish. The final version of the Spanish adaptation was applied to a sample made up of 287 bus drivers living in Spain (80.1% men and 19.9% women), whose average age was 40.44 (SD=11.78). The results yielded a three-factor structure for the scale used: Time Pressure, Safety, and Passengers. These findings confirm that the Spanish version replicates the factor structure of the original English scale. The reliability of the three subscales was acceptable, ranging from .75 to .84. Furthermore, the subscales were also related to different external correlates and to other scales and showed good convergent and criterion validity. The present instrument can be used to evaluate job demands of bus drivers, as its psychometrics are substantially sound.

BOADA-GRAU, J., PRIZMIC-KUZMICA, A-J., SERRANO-FERNÁNDEZ, M.J., & VIGIL-COLET, A. (2013)

FACTOR STRUCTURE, RELIABILITY AND VALIDITY OF THE WORKAHOLISM BATTERY (WORKBAT): SPANISH VERSION. *ANALES DE PSICOLOGÍA*, 29, 923-933.

El objetivo de este estudio fue realizar la adaptación al español del inventario WorkBAT de Spence y Robbins (1992) y analizar sus propiedades psicométricas. Para ello se administró una versión adaptada al español a dos muestras, la primera de ellas de 285 empleados (56.5% mujeres y 43.5% hombres) y la segunda de 342 empleados (52.9% mujeres y 47.1% hombres). A la primera muestra, se aplicó el análisis factorial exploratorio extrayéndose dos subescalas: motivación/implicación y disfrute en el trabajo. A la segunda muestra, se aplicó el análisis factorial confirmatorio (ESEM) replicando los resultados anteriores. Ambas subescalas mostraron una buena fiabilidad. Las puntuaciones obtenidas en las mismas fueron relacionadas con diversos correlatos externos y otras escalas mostrando una buena validez convergente y criterial. Los resultados indican que la presente escala puede utilizarse para evaluar la adicción al trabajo y, además, es un instrumento con una apreciable bondad psicométrica. Futuras investigaciones podrían utilizar el WorkBAT como una herramienta de screening en combinación con otros instrumentos.

BOADA-GRAU, J., SÁNCHEZ-GARCÍA, J.C., PRIZMIC-KUZMICA, A-J. , & VIGIL-COLET, A. (2013)

ADAPTATION INTO SPANISH OF A SCALE MEASURING CREATIVE POTENTIAL AND PRACTISED CREATIVITY AT WORK AND INSIDE ORGANIZATIONS (CPPC-17). *PSICOTHEMA*. IN PRESS.

This study follows the theoretical framework put forward by Hinton on creative potential and practised creativity. The objective was to adapt the 17-item Creative Potential and Practised Creativity scale into Spanish and examine its psychometric properties. The study sample was made up of 975 Spanish employees (48.5% men and 51.5% women). After performing a confirmative factor analysis the findings revealed a three-factor structure: Creative potential, Practised creativity and Perception of organizational support. Furthermore, appropriate reliability was found for all three factors as well as initial evidence of construct validity in relation to certain external correlates and a series of scales measuring workaholism, irritation, burnout and personality. In short, the present scale may prove ideal for adequately identifying Creative potential, Practised creativity and Perceived organizational support.

BOADA- GRAU, J., MERINO-TEJEDOR, E., SÁNCHEZ-GARCÍA, J.C., PRIZMIC-KUZMICA, A.J. , & VIGIL-COLET, A. (2013)

ADAPTATION AND PSYCHOMETRIC PROPERTIES OF THE SBI-U SCALE FOR ACADEMIC BURNOUT IN UNIVERSITY STUDENTS. *ANALES DE PSICOLOGÍA*. IN PRESS.

The objective of the present study was to draw up a Spanish adaptation for university students of the School Burnout Inventory (SBI) 9-item scale. This entailed a double adaptation, on the one hand from English into Spanish and then from secondary school students to university students. The scale was applied to 578 university students and EADA participants (25.7% men; 74.3% women) from different regions in Spain. The findings indicate that the University students-SBI has the same structure as the original version in English for secondary school students. This was confirmed by factor analysis that pointed to the existence of three factors: Exhaustion, Cynicism and Inadequacy. Furthermore, the three subscales showed acceptable reliability (between .77 and .70) In addition to this, indications of validity were found using eighteen external correlates and seven contrast scales. Finally the SBI-U constitutes a potentially useful instrument for evaluating academic burnout in university students.

BOADA-GRAU, J., SÁNCHEZ-GARCÍA, J.C., PRIZMIC-KUZMICA, A-J. , & VIGIL-COLET, A. (2013)

ADAPTATION OF THE CREATIVE ENVIRONMENT PERCEPTIONS SCALE INTO SPANISH. *UNIVERSITAS PSHYCOLOGICA*. IN PRESS.

This study falls within the framework of Mayfield and Mayfield's proposal (2008, 2010) on creative environment perceptions. The objective was to adapt the 9-item Creative Environment Perceptions scale into Spanish and analyse its psychometric properties. The sample for the present study was made up of 975 Spanish employees (48.5 % men and 51.5 % women). After carrying out a confirmatory analysis the results displayed a three factor structure: Support to creativity, Job characteristics and Blocks to creativity. Furthermore, the three factors showed appropriate reliability and some signs of validity were also found when they were contrasted with certain external correlates and scales that refer to workaholism, burnout and creative potential. By way of summing up, the present scale may prove ideal for appropriately identifying support to creativity, job characteristics and blocks to creativity.

MERINO-TEJEDOR, E., BOADA-GRAU, J., SÁNCHEZ-GARCÍA, J.C., PRIZMIC-KUZMICA, A.J., & HONTANGAS, P. (2013)

THE IRRITATION SCALE AS AN INSTRUMENT TO MEASURE STRESS AMONG UNIVERSITY STUDENTS. *THE SPANISH JOURNAL OF PSYCHOLOGY*. IN PRESS.

The objective of this study is to verify the factor validity and structure of the "Irritation Scale" in a sample of 578 Spanish university students. At the same time, the study aims to verify the criterion-related validity of the scale, analyzing the results obtained through correlation with other variables, such as general self-efficacy, self-regulation, depression, and certain personality dimensions. The results obtained through the Exploratory Structural Equation Modeling approach (ESEM) using Mplus confirmed the presence of two factors in the Irritation Scale, as observed in other international studies within a workplace setting. The significant correlations obtained between the Irritation Scale and the variables considered in the study, confirmed the construct validity and verify that a high level of irritation is significantly and positively associated with depression and academic burnout, whilst significant negative correlations may be drawn with variables such as general self-efficacy and self-regulation.

MERINO-TEJEDOR, E., BOADA-GRAU, J., & PRIZMIC-KUZMICA, A.J. (2013)

LA RELACIÓN ENTRE LA IRRITACIÓN LABORAL Y LA ADICCIÓN AL TRABAJO EN UNA MUESTRA ESPAÑOLA MULTIOCCUPACIONAL. *UNIVERSITAS PSYCOLOGICA. IN PRESS.*

Currently, work is an important activity for humans, not only as a mean to survive, but also, more and more, as a mean to improve personal growth. Thus, work offers a positive side but also it can be a framework where some risks may appear that evolve in negative outcomes, such as the ones considered in this study. This research focus on the possible relation between two negative aspects: irritation at work and workaholism. So far the two concepts have been studied but in an independent way, and there is a lack of studies on the relation between them. To carry out this investigation 285 subjects from different occupations answered the instruments used and we found results in the expected way. Irritation, both cognitive and emotional irritation, showed significant correlations with both factors of the DUWAS. However, in the case of the WBAT the correlations were significant only for factor 1. Regression analysis yielded interesting results in order to explain the relation between both concepts.

SÁNCHEZ-GARCÍA, J.C., BOADA-GRAU, J., PRIZMIC-KUZMICA, A-J., & HERNÁNDEZ-SÁNCHEZ, B. (2013)

PROPIEDADES PSICOMÉTRICAS Y ESTRUCTURA FACTORIAL DE LA VERSIÓN ESPAÑOLA DEL "ADAPTABILITY (MAC) SCALE". *UNIVERSITAS PSYCOLOGICA. IN PRESS.*

En la última década, la Psicología Cognitiva ha realizado importantes contribuciones al campo del emprendimiento. Entre las más recientes se hallan la metacognición, la conciencia que tienen las personas sobre su propio proceso de pensamiento y, derivada de ésta, la capacidad de las personas de adaptar las políticas de decisión de una forma adecuada y eficaz en base a un feedback (inputs) del contexto en el que el procesamiento cognitivo está implicado (adaptabilidad cognitiva). El objetivo de este estudio es adaptar la medida de la cognición adaptativa (MAC) al español y examinar si es un instrumento adecuado de medición en el contexto emprendedor. Se pasó el cuestionario de adaptabilidad cognitiva a 367 sujetos de los cuales 294 eran estudiantes y 73 trabajadores. Los resultados del análisis factorial, el análisis de fiabilidad Cronbach y validez externa e interna aportan resultados interesantes sobre el cuestionario MAC. Finalmente, se discuten las aplicaciones educativas, emprendedoras y empresariales de este estudio.

ROMAN COY, D. (2013)

HOW TECHNOLOGY AND MOBILE DEVICES ARE CHANGING THE WAY WE SHOP. OBRA DIGITAL, *REVISTA DE COMUNICACIÓN, VOL 4(1)*

Mobile devices are a reality in the relationships between consumers and companies. The article goes deep into the uses of mobile devices and what do they mean in the way of understanding the product marketing and interaction between clients and organizations. These devices of last generation change consumer buying behaviors and the companies can take advantage of this new channel, or at least to understand its functioning, to not stay behind in its relations with its current or potential customers. Geolocation, a new extended concept of socialization, new opportunities for customization, QR codes, payments via mobile, m-commerce, among others, represent a bridge between reality online and offline purchase and relationship behaviours that modify radically and that must be taken into account.

SALES PARDO, X. (2013)

PERFORMANCE MANAGEMENT SYSTEM IN A NON-PROFIT LOCAL GOVERNMENTAL BROADCASTER. *GLOBAL BUSINESS AND MANAGEMENT RESEARCH: AN INTERNATIONAL JOURNAL*, 5 (1), 13-23.

This paper examines process of implementation of a performance measurement tool in a local government television network and how can be adapted to this non-profit organization with a variety of stakeholders. The case study was carried out using research action methodology. The organization successfully implemented the BSC by (1) capturing in an organized hierarchical way the objectives of different stakeholders, (2) transmitting the strategy and aligning objectives. As any other case study, the method chosen limits the statistical generalisability of the findings. Adaptation of BSC to a nonprofit local government owned institution.

SALES PARDO, X., & CARENYS FUSTER, J. (2013)

CASE STUDY ON PERFORMANCE MANAGEMENT. A COMPREHENSIVE APPROACH. *BRITISH JOURNAL OF ECONOMICS, MANAGEMENT & TRADE*, 3 (2), 73-88.

The aim of this article is twofold; analyze a performance management system (PMS) in a holistic manner, and evaluate the goodness of this PMS based in its ability to create the ex ante conditions to achieve organizational objectives. Field work took place at the premises of the company between January and July 2011. The research relies on deeply conducted case study on a sports retailer and merchandiser using a comprehensive framework to describe its PMS and the connections among the different areas. Our research contributes to literature by showing how the strength and coherence of the links between the components of the performance management system of the case company was able to create the ex ante conditions that increase the likelihood of achieving organizational objectives. The study shows that weaknesses in one area of the PMS can be, at least partly, compensated for by strengths in other areas.

VIARDOT, E., BREM, A., & HUIZINGH, E. (2013)

SPECIAL ISSUE ON ACTION FOR INNOVATION: MARKETING INVENTIONS WITH SUCCESS. *INTERNATIONAL JOURNAL OF TECHNOLOGY MARKETING* 8, (2).

The importance of acting is actually crucial when it comes to innovation, as this is what differentiates the innovation from the invention. Indeed, innovation is taking a new idea and developing it into a product or a service valuable for the customers. Consequently, the different papers of this Special Issue examine various ways to transform an invention into an innovation which will be marketable and will deliver long term profitability and competitive advantage for a company.

VIARDOT, E. (2013)

MORE OPEN INNOVATION MEANS MORE AMBIDEXTROUS DEXTERITY. *ISPIM MAGAZINE ISSUE 2/2013*.

Open innovation means that companies not only have to constantly explore their environment to find new ideas; they also need to exploit those ideas effectively, with the aim to transform them into successful products or services adopted by the markets, in order to increase revenue and profitability. This dual capacity of exploration and exploitation is known as organisational ambidexterity.

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"COMPLEX PRICING, SIMPLE PRICES!"

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BRANDON-JONES, A., KNOPPEN, D.E.F., VAN RAAIJ, E.

"A CONTINGENT DYNAMIC CAPABILITIES PERSPECTIVE ON STRATEGIC PURCHASING"

European Operations Management Association, 7-12 June 2013, Dublin, Ireland..

HOLTSCHLAG, C. MASUDA, A.D.

"THE PARADOX OF DIFFICULT CAREER GOALS: AN EXAMINATION INTO THE DOWNSIDE OF AMBITION"

European Association of Work and Organizational Psychology, 22-25 May 2013, Münster, Germany.

ARGOULIDIS, P., GEORGE, B., MAVROMMATIS, A.

"OUTCOMES OF DECISION-MAKING PACE: EVIDENCE FROM PRODUCT ELIMINATION DECISION PROCESSES"

British Academy Conference, 11-13 September 2012, Cardiff.

MORALES, CARLOS

"INDIVIDUAL VALUES, INSTITUTIONS AND ENTREPRENEURSHIP. MOVING BEYOND THE SINGLE LEVEL OF ANALYSIS"

Institute for Small Business and Entrepreneurship Annual Conference, 7-8 November 2012, Dublin, Ireland.

MOYA, SOLEDAD

"SOCIO-ECONOMIC CONSEQUENCES OF IFRS"

8th Workshop on European Financial Reporting, 6-7 September 2012, Prague, Czech Republic.

NYLUND, PETRA

"RATHER A TRIO THAN A WHOLE ORCHESTRA: GROUP SIZE AND PERFORMANCE IN INTERNATIONAL OPEN INNOVATION"

2nd Global Innovation and Knowledge Academy Annual Conference Conference. 9-11 July 2013, Valencia, Spain.

GARRIGA, E. & MARQUINA, P (2013)

“CONCEPTOS Y TENDENCIAS ACTUALES DE LA RESPONSABILIDAD SOCIAL” Y “BENCHMARKING GLOBAL: TRES CASOS DE RESPONSABILIDAD SOCIAL Y SOSTENIBILIDAD” IN *RESPONSABILIDAD SOCIAL: TAREA PENDIENTE*. PEARSON. ISB 978-6124149078



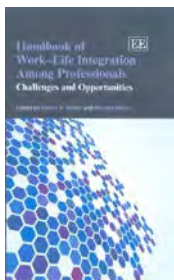
Esta publicación describe la historia de la responsabilidad social, desde Howard R. Bowen hasta la norma ISO 26000; y profundiza de manera práctica en cómo una organización puede gestionar responsablemente las relaciones con sus grupos de interés, así como de las materias fundamentales que aplica esta norma ISO.

La obra destaca el tema de gestión y resolución de conflictos; para que las empresas y organizaciones en general sepan cómo gestionarlos y enfrentarlos, además de cómo lograr acuerdos justos que beneficien a todas las partes.

Asimismo, recoge la esencia de la ISO 26000 y desarrolla de manera crítica la responsabilidad social, reforzando así la idea de que la responsabilidad social es tarea de todos.

MASUDA, A.D. (2013)

“WORK-LIFE POLICIES AND PRACTICES ACROSS COUNTRIES” IN MAJOR, D., BURKE, R. (EDS.). *HANDBOOK OF WORK-LIFE INTEGRATION AMONG PROFESSIONALS*. EDWARD ELGAR, U.K. ISBN 978-1781009284



This Handbook integrates current thinking and research evidence regarding how professionals navigate multiple life roles to achieve satisfaction and fulfillment. Drawing on the expertise of top work-life scholars, the volume offers a comprehensive treatment of the challenges and benefits encountered. The topic is approached from all angles, including how technology, family structure over the lifespan, work organizations' cultures and policies, and national culture influence the way professionals manage their roles across the work and family domains.

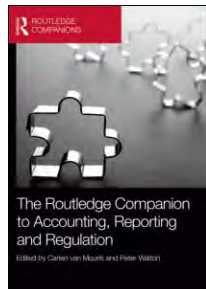
MASUDA, A. D., & KOSTOPOULOS, K. C. (2013)

“DIVERSITY AND INNOVATIVE PERFORMANCE IN TEAMS: THE ROLE OF CONFLICT MANAGEMENT STYLES, TEAM AND LEADERSHIP IDENTITY” IN SUBRAMANIAN, R; RAHE, M.; NAGADEVARA, V.; JAYACHANDRAN, C. (EDS) *RETHINKING INNOVATION: GLOBAL PERSPECTIVES*. ROUTLEDGE. ISBN 978-0415748186

In this chapter, we review the literature on the relationship between team diversity, team creativity and innovation. Furthermore, we propose a model that explains how team conflict management styles, and team and leadership identity could moderate the relationship between team diversity, team creativity and innovation. In particular, we argue that these factors will moderate the relationship by influencing the level of conflict in teams. The chapter is structured as follows. First, we report the latest research that examines the relationship between team diversity with creativity and innovation. Second, we review the literature on conflict and team diversity, and explicate that conflict is a particular challenge experienced by heterogeneous groups. Third, we report how conflict management styles team and leadership identity could potentially strengthen the effect of team diversity on creativity and innovation. We primarily use social identity theory and information process theory to develop our arguments.

MOYA GUTIERREZ, S. (2013)

“SOCIO- ECONOMIC CONSEQUENCES OF IFRSS” IN PETER WALTON AND CARIEN VANMOURIK *THE ROUTLEDGE COMPANION TO ACCOUNTING, REPORTING AND REGULATION*. UNITED KINGDOM: ROUTLEDGE. ISBN 978-041562573-9



Financial accounting, reporting and regulation is a vast subject area of huge importance globally with interest rising significantly in the light of the ongoing global financial crisis.

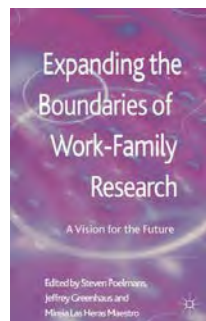
In the first part, a broad overview of the subject of accounting is presented which sets the stage for some of the theoretical and practical issues and debates regarding financial reporting which follow in the second part. These issues include how to define the reporting entity, recognition and measurement of the elements of financial statements, fair values in financial reporting and the costs and benefits of disclosure. The third part assesses the interest, need and theories of accounting, reporting and regulation, while parts four and five look at the institutional, social and economic aspects; including issues growing in importance such as, accounting for environmental management and, accounting regulation and financial

reporting in Islamic countries.

This authoritative Companion volume presents a broad overview of the state of the art of these disciplines and will provide a comprehensive reference source for students and academics involved in these areas.

POELMANS, S., GREENHAUS, J., & LAS HERAS, M. (EDS.) (2012)

EXPANDING THE BOUNDARIES OF WORK-FAMILY RESEARCH: A VISION FOR THE FUTURE. LONDON: PALGRAVE. ISBN 978-1137005991

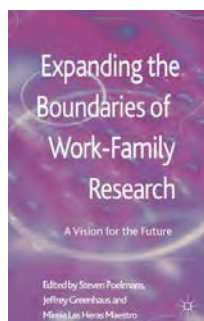


It is a “white book” for international work-family research, offering a bold look at the future, giving an overview of promising, emerging topics in this multi-disciplinary field, and providing guidelines for future research. It is based on three assemblies of the International Conference of Work and Family (ICWF), a unique academic conference designed to gather some of the finest scholars from around the globe to create a think tank focusing on applied, international work-family research. This book is but a sample of the great intellectual and collaborative work done during the first three ICWF conferences. What makes this book distinctive is that in addition to specific, innovative research papers, it offers a series of chapters that provide a high level integration of the literature and a roadmap for future research, written by thought leaders in the field, all of whom have had a considerable impact

on the field through their publications. At the same time it is focused on topics that are of high relevance to practitioners because they actually address what organizational leaders can do to create diverse, flexible and family-friendly workplaces, such as human resource management policies, culture development, decision-making, coping, career and talent management, supervisor support, and facilitating expatriates’ families’ adaptation to their new life.

POELMANS, S., GREENHAUS, J. & STEPANOVA, E. (2012)

“DECISION-MAKING IN A WORK-LIFE CONTEXT” IN: S. POELMANS, J. GREENHAUS, & M. LAS HERAS, M. (EDS.), *EXPANDING THE BOUNDARIES OF WORK-FAMILY RESEARCH: A VISION FOR THE FUTURE*, CHAPTER 7, PP. 137-155. LONDON: PALGRAVE. ISBN 978-1137005991



The systematic empirical study of judgment and decision making began to emerge as a discipline in its own right only in the 1960s. This occurred together with a strong surge of interest in the larger, more general field of cognitive psychology, which includes the study of memory, thinking, problem solving, mental imaginary, and language. Sound judgment has fascinated philosophers, psychologists, political scientists, lawyers, management scientists and others inside and outside academia. We can define decision-making as “the mental processes (cognitive process) resulting in the selection of a course of action among several alternatives”. From a psychological perspective, it is necessary to examine individual decisions in the context of a set of needs, preferences an individual has and values they seek.

From a cognitive perspective, the decision making process must be regarded as a continuous process integrated in the interaction with the environment . Under the impulse of the seminal work of Herbert Simon and James March, decision-making has also developed into a broadly studied concept in the organizational behavior and general management literature and given rise to a separate academic discipline (behavioral decision science) and specialized journals (e.g. Organizational Behavior and Human Decision Processes). Nevertheless, studies linking decision-making with the work-family field were a relatively new phenomenon in 2005. This is remarkable given that already in the sixties, in the landmark work of Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) interrole conflict was conceptualized as a process by which individuals decide whether to comply with the demands of a particular role at a given point in time.

THOMAS, D.C., STAHL, G., RAVLIN, E.C., POELMANS, S., PEKERTI, A., MAZNEVSKI, M., LAZAROVA, M.B., ELRON, E., EKELUND, B.Z., CERDIN, J.L., BRISLIN, R., AYGAN, Z., & AU, K. (2012).

“DEVELOPMENT OF THE CULTURAL INTELLIGENCE ASSESSMENT” IN WILLIAM H. MOBLEY, YING WANG & MING LI (EDS.), *ADVANCES IN GLOBAL LEADERSHIP*, VOL 7., PP. 155-178. EMERALD PUBLISHING GROUP LIMITED. ISBN 978-1780520025



The construct of cultural intelligence has recently been introduced to the management literature as an individual difference that may predict effectiveness and a variety of interpersonal behavior in the global business environment. This construct has enormous potential in helping to explain effectiveness in cross-cultural interactions. However, progress has been limited by the adequacy of existing measures. In this chapter, we describe the development and preliminary validation of a web-based assessment of cultural intelligence based on our conceptualization of cultural intelligence.

VIARDOT, E., & BREM, A. (2013)

EVOLUTION OF INNOVATION MANAGEMENT: TRENDS IN AN INTERNATIONAL CONTEXT. PALGRAVE MACMILLAN.
ISBN 9780230368965



Innovation is a key driver for performance and growth in business. It provides a strong competitive advantage and is one of the best ways to speed up the rate of change and adaptation to the global environment. Concurrently, the topic of innovation is also gaining increased visibility and interest among academic communities worldwide. However, some of the challenges of innovating are remarkably consistent and recent times have shown the emergence of new ways for stimulating and managing the innovation process, especially from an international perspective. Even if these processes are taking place in very different industries, there are many parallels in successfully managing them. This volume explores these new routes and assesses their value both for markets and companies. More specifically, the book is organized around three themes: Innovation Strategies, Innovation Management Tools and International Perspectives.

ASSENS, JORDI

“EL REGRESO DEL HIJO PRÓDIGO”
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El Vigia, 04/03/2013

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**Trabajos de profesores asociados
NON-core faculty contributions:**

BERDIÉ, ANA

“INVESTIGAR PARA ORIENTARNOS AL CLIENTE”

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COSTILLAS, ROBERTO

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“EL CONCEPTO “BEYOND THE PILL” DESDE LA ÓPTICA DEL MARKET ACCESS”

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EGUREN, TOMÁS

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MOYANO, ILDEFONSO

“NEUROMÀRQUETING A LA CARTA”

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MORATA, PAU

“SORIA Y LA MEJORA DE LA FORMACIÓN Y LA CALIDAD”

Preferente, 01/02/2013

RIBA, ALBERT

“CÓMO APRENDER DEL FRACASO”

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“¿CÓMO APRENDER DEL FRACASO?”

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RIBAS, JOAN

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Dossier Empresarial, 05/04/2013

“ESPAÑA PUEDE SUPERARSE”

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SÁNCHEZ, XAVIER

“REAGRUPAR LAS DEUDAS, ¿SOLUCIÓN O PROBLEMA?”

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LANGA, LUCÍA; PONTI, FRANC

"GESTIÓN DE LA INTELIGENCIA CREATIVA"

Asempal, Almería, 08/04/2013

MAVROMMATIS, ALEXIS

"LA CONCIENCIACIÓN AMBIENTAL DEL COMERCIO
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COMPETITIVIDAD EMPRESARIAL."

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MOYA, SOLEDAD

"EUROPEAN HARMONISATION OF ACCOUNTING
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Seminario fiscal y contable de Cortés Pérez & Cía,
Barcelona, 26/04/2013

PONTI, FRANC

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Universidad Tecnológica de Pereira, Colombia,
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FENALCO, Cali (Colombia), 24/08/2012

"CONSTRUCCIÓN DE CULTURES INNOVADORES"

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"7 ESTRATEGIAS DE CREATIVIDAD"

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"ESTEM PREPARATS PER A LA INNOVACIÓ
DISRUPTIVA?"

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"7 ESTRATEGIAS DE CREATIVIDAD"

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"INTELIGENCIA CREATIVA, ESTRATEGIAS PARA
DESARROLLARLA Y POTENCIARLA"

Club Faro, Vigo, 15/05/2013

ROMAN, DAVID

"RESEARCHING IN COMMERCIAL PROMOTIONS WITH
MOBILE DEVICES"

2nd Annual International Workshop on Higher
Education, Doctoral Programme in Interactive Digital
Communication, 30 / 11 / 2012

"MOBILE I MARKETING"

Simposi Internacional de Marketing d'Andorra.
30/05/2013

VIVANCOS, MARTIN

"FACTORES CLAVE ÉXITO DEL MODELO GUARDIOLA
Y SU EXTRAPOLACIÓN A LA GESTIÓN EMPRESARIAL"

Universidad de Celaya, Méjico, 23-29/10/2012

**Trabajos de profesores asociados
NON-core faculty contributions:**

GUIX, XAVIER

"QUERER ES PODER, CÓMO ENTRENAR EL MÚSCULO
DE LA VOLUNTAD"

Club Faro, Vigo, 27/02/2013

CONTRIBUCIONES DE MANAGEMENT · MANAGEMENT CONTRIBUTIONS

LIBROS Y CAPÍTULOS DE LIBROS · BOOKS AND BOOK CHAPTERS

ASSENS, JORDI (2012)

HUEVOS CON BEICON. CÓMO AUMENTAR EL COMPROMISO DE SUS EMPLEADOS CON LA EMPRESA. CÓMO GESTIONAR SU PROPIO COMPROMISO COMO EMPLEADO. EDICIÓN REVISADA Y AMPLIADA NOVIEMBRE 2012. EADA DIRECCIÓN. ISBN 978-958450660-3



El objetivo de este libro es dotar de herramientas a la empresa para aumentar el compromiso de sus empleados. De este modo creamos una ventaja competitiva que no es posible copiar. A lo largo de los capítulos y de forma muy amena, se describen las prácticas que diferencian a las “Empresas Integradoras” de las organizaciones corrientes.

También se analiza una situación empresarial sorprendente, que es cuando se fuerza un compromiso tan extremo que puede incluso perjudicar a la persona; estamos ante las llamadas “Empresas Sectarias”.

Cómo crear una sinergia positiva entre la empresa y de la persona es el tema de los últimos capítulos.

Seguro que en su empresa ustedes pueden servir mejor a sus clientes, ganar más dinero y ser más felices. Ayudarle en este propósito es el principal objetivo de este libro.

Esta edición ha sido actualizada y revisada por su autor en noviembre de 2012, integrando en un ebook la edición española de Huevos con beicon con la latinoamericana Huevos con tocino.

CORTADELLAS, J. & JORGE, A. (2012)

LA MEJOR UNIVERSIDAD DEL MUNDO: CLAVES PARA LA IMPRESCINDIBLE Y URGENTE RECONVERSIÓN DE LAS UNIVERSIDADES. EDITORIAL PROFIT. ISBN 978-8415505426



Análisis de las precariedades del sistema universitario actual y, de forma optimista, plantea un nuevo sistema demostrando que otra universidad es posible. Alguien tenía que poner al descubierto los grandes problemas que arrastra nuestra universidad pública: una institución anclada en el pasado, muy mal gestionada y con resultados académicos más que criticables. Sin embargo se sostiene gracias al voluntarismo de un buen número de personas que han entregado su vida generosamente a la docencia y a la investigación y que merecerían un sistema universitario mejor estructurado. En lugar de limitarse a criticar, el libro narra la visita a una universidad hipotética donde suceden cosas que son respuestas innovadoras y que van sugiriendo un camino hacia un nuevo tipo de universidad.

CONTRIBUCIONES DE MANAGEMENT · MANAGEMENT CONTRIBUTIONS

LIBROS Y CAPÍTULOS DE LIBROS · BOOKS AND BOOK CHAPTERS

LANGA, L & PONTI, F (2013)

INTELIGENCIA CREATIVA: 7 ESTRATEGIAS PARA DESCUBRIR Y POTENCIAR TU CREATIVIDAD. EDITORIAL AMAT. ISBN 978-8497355001



Descubre las 7 estrategias para el desarrollo de la inteligencia creativa, necesarias en un mundo cada vez más complejo.

Mucha gente se considera a sí misma inteligente, pero son muy pocos los que hacen lo mismo con la creatividad. Pocas personas se consideran creativas. ¿Por qué? En este libro se descubren las relaciones entre inteligencia y creatividad y, sobretodo, se propone un conjunto de recursos prácticos para desarrollar nuestra creatividad y poder reinventarnos en tiempos difíciles. Necesitamos tiempo para pensar, ganas de desafiar convencionalismos, capacidad para conectar con los demás, habilidad para trabajar de forma creativa, sensibilidad para comprender las emociones y transformarlas en creaciones, hacer lo que nos gusta y aprender a colaborar con los demás. El libro, además, integra un método de gestión

de la creatividad a través del cuerpo, las emociones y el lenguaje.

VIARDOT, E. (2013)

“ALWAYS TRUST THE CUSTOMER: HOW ZARA HAS REVOLUTIONIZED THE FASHION INDUSTRY AND BECOME A WORLDWIDE LEADER” IN VIMI JHAM AND SANDEEP PURI *CASES ON CUSTOMER-CENTRIC MARKETING MANAGEMENT.* IGI GLOBAL. ISBN 978-1466643574



Cases on Consumer-Centric Marketing Management presents a collection of case studies highlighting the importance of customer loyalty, customer satisfaction, and consumer behavior for marketing strategies. This comprehensive collection provides fundamental research for professionals and researchers in the fields of customer relations, marketing communication, consumer research, and marketing analytics for insights into practical aspects of marketing in any organization.

VIVANCOS, MARTÍN (2012)

HAPPY MANAGEMENT: LA EMPRESA DE HACERTE FELIZ. EDITORIAL PROFIT. ISBN 978-8415505167



A lo largo de la obra se desgranar situaciones cotidianas de una relación en pareja que sirven de camino para una reflexión orientada a mejorar las relaciones con los clientes y, por qué no también, las relaciones personales. Este libro aborda los factores clave de la gestión de una relación, desde la doble perspectiva Personal y Profesional: ¿quién desea una relación indiferenciada y sin valor añadido, como persona o como cliente? Es una invitación a la reflexión sobre la gestión de la relación con el cliente y que, de la mano de una historia de una relación en pareja, proyecta paralelismos orientados al cambio personal, así como al cambio en la gestión estratégica de las empresas. Martín Vivancos está convencido de que podemos hacer un mundo mejor con “microdetalles cotidianos”, mejorando las empresas y las personas que las dirigen y trabajan en ellas. Cree en el valor

de los valores, en la autenticidad, y en la importancia de saber lo que es importante, tanto en la vida como en la empresa. Se trata de un libro de lectura amena, práctico y que contiene historias de empresarios de éxito. Muestra las estrategias que utilizaron los empresarios de estas empresas. Libro clave para entender cómo han llegado a ser lo que son a hoy en día las empresas más importantes del mundo.

CONTRIBUCIONES DE MANAGEMENT · MANAGEMENT CONTRIBUTIONS

LIBROS Y CAPÍTULOS DE LIBROS · BOOKS AND BOOK CHAPTERS

WEENK, ED (2012)

EL PASE PERFECTO: LO QUE EL DIRECTIVO PUEDE APRENDER DEL ENTRENADOR DE FÚTBOL. LIBROS DE CABECERA. ISBN 978-8494057243



Un entrenador tiene que ganar partidos. Un directivo tiene que conseguir resultados. Los dos no pueden hacerlo todo solos, necesitan de sus equipos. ¿Cómo logran que sus jugadores hagan siempre pases buenos, que se encuentren sin mirarse...? Los directivos tienen mucho en común con los entrenadores de fútbol. En *El Pase Perfecto*, Ed Weenk utiliza el fútbol como metáfora para el trabajo del manager y el funcionamiento de sus organizaciones. El libro va más allá de los ejemplos típicos y tópicos de motivación y teambuilding. El mundo del fútbol le sirve para hablar de una manera amena y muy accesible de conceptos relevantes para empresas y su competitividad. El papel y la perspectiva del manager siempre son el punto de partida. El éxito se logra a través de mucho trabajo consistente, duro y dedicado, alineado y coherente con la visión global estratégica. Como ya dijo Johan Cruyff: «lo más difícil de lograr es la sencillez».

Trabajos de profesores asociados NON-core faculty contributions:

AMAT, J.A. (2013)

CONTROL 2.0: UNA NUEVA PERSPECTIVA DEL CONTROL DE GESTIÓN MENOS FINANCIERA Y MÁS CUALITATIVA. PROFIT EDITORIAL. ISBN 978-8415505945

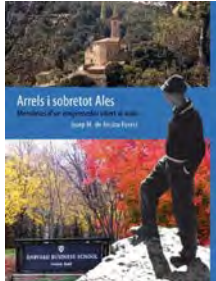


Incorpora una perspectiva del control centrada no sólo en los aspectos financieros sino en una perspectiva global.

Ante los cambios que se están produciendo en la actualidad es necesario tener una nueva perspectiva del control de gestión menos financiera y más amplia del entorno social. Para ello es imprescindible crear una atmósfera colaborativa y de confianza que permita un mayor compromiso de las personas de la organización así como contribuir a lograr unos mejores resultados para la compañía y la sociedad. También es imprescindible desarrollar una actitud proactiva y a largo plazo, orientada a la sostenibilidad y a tomar decisiones en entornos de alta incertidumbre, y es cada vez más conveniente incorporar también una concepción del control más cualitativa y menos financiera con indicadores intangibles, intuitivos, no financieros y a corto y, especialmente, a largo plazo que sean capaces de capturar una mayor información de la realidad de la empresa y de la sociedad, y que fomente la responsabilidad social corporativa y el branding emocional.

DE ANZIZU, JOSEP M^a (2013)

ARRELS I SOBRETOT ALES. MEMÒRIES D'UN EMPRENEADOR OBERT AL MÓN. HARVARD BUSINESS SCHOOL. ISBN 978-8493957223.



Las secuelas de la explosión de una bomba de mano en el campamento de Castillejos en 1954 a los 21 años, cuando parecía a punto de terminar una brillante carrera de Derecho, significó un antes y un después en la vida de José Maria de Anzizu Furest (Barcelona 1933), hijo de una conocida familia de profesionales y empresarios barceloneses . Gracias a una voluntad de hierro para hacer frente a esa "enfermedad misteriosa", el joven estudiante supo crecer compaginando una vida personal y profesional de acuerdo con sus "raíces" y el afán constante de emprender nuevas actividades y "volar ", aunque a menudo fuera "con plomo en las alas". En estas "Memorias de un emprendedor abierto al mundo", el autor explica sus vivencias y, sobre todo, el mundo que ha conocido: la Barcelona de posguerra y

el bachillerato en los jesuitas de Sarrià, la universidad y las milicias universitarias en los años cincuenta; los estudios y estancias en el extranjero (París, Helsinki, Londres, Estados Unidos, Sudamérica, China); su experiencia como introductor de las nuevas tendencias en el campo del management y la larga docencia en ESADE, IESE y EADA, la relación con diferentes empresas y entidades como consultor o consejero (Torres, Ciba Geigy, Difusora, Intermas, Nubiola, Universidad de Vic, entre otros), el rejuvenecimiento de la empresa familiar Fincas Anzizu, el desarrollo del Pitch and Putt a nivel nacional e internacional, así como la actividad cultural en torno al castillo de Castellterçol.

RIBA TRULLOLS. A. (2013)

MAMUT O SAPIENS: LAS DIEZ INQUIETUDES VITALES PARA ADAPTARSE Y EMPRENDER. EMPRESA ACTIVA. ISBN 978-8496627574



La base del libro está en la pregunta del título. ¿Quieres ser un mamut que se extinguió por no saber adaptarse a los cambios del medio ambiente, o ser un homo sapiens que no solo se adapta al medio, sino que modifica el medio para que se adapte a él?

El libro explica también cuales son las diez inquietudes vitales sobre las cuales debemos trabajar para tener una actitud emprendedora en la vida.

Finalmente entrevista a diversas personalidades y personas comunes sobre los logros de su vida.

CENTRO DE RETAIL; ICSA; SARTIA (2013)

“INFORME DE REMUNERACIONES EN RETAIL”

Analizados de forma global los datos del informe de Remuneraciones en Retail, destaca el hecho de que la diferencia en salarios es mayor en puestos de empleados, se reduce en mandos y prácticamente es nula en directivos. En general, el sector alimentario paga peor a los empleados que el no alimentario. En cifras absolutas, la retribución media de un directivo del sector asciende a 69.567 euros anuales (71.610 euros de media nacional), a 34.318 euros en los mandos intermedios (37.667 euros media global otros sectores) y a 17.059 euros en los empleados, un colectivo en el que la diferencia negativa con los 22.346 euros de media alcanza hasta un 24%.

COSTA, JORDI; ICSA (2013)

“EVOLUCIÓN DE LOS SALARIOS ENTRE 2007 Y 2012”

Los directivos ganaron 75.106 euros de media en 2012, un 3,2% más que el año anterior, y la nómina de los empleados cayó un 1%, hasta los 21.408 euros de promedio, según un informe presentado ayer por la escuela de negocios EADA y la empresa ICSA. La nómina de los cargos intermedios aumentó un ligero 0,8%.

MASUDA, ALINE (2012)

“II ESTUDIO 'SATISFACCIÓN Y COMPROMISO DEL DIRECTIVO EN CATALUÑA”

El estudio cumple su segunda edición y compara cómo han evolucionado diversos aspectos tales como la satisfacción, el grado de compromiso, la motivación de los directivos e incluye algunos aspectos relacionados con la percepción de la crisis.

MASUDA, ALINE ; ICSA (2013)

“DIFERENCIAS RETRIBUTIVAS HOMBRE-MUJER”

La diferencia salarial entre hombres y mujeres en el ámbito directivo se mantiene en un 17% de promedio pero lo más alarmante es la reducción de la presencia femenina en los puestos de dirección: desde 2008 la mujer pierde casi un 50% de su cuota de presencia en la dirección de la empresa. Pasa de ocupar casi el 20% de los cargos directivos en 2008 al 10,3 en 2013. Esta puede ser una de las principales conclusiones del 7º informe Diferencias retributivas hombre-mujer presentado por ICSA y la escuela de negocios EADA. El trabajo se ha elaborado a partir de una muestra que recoge datos salariales de más de 80.000 individuos empleados por cuenta ajena en España.

SAMBOLA, RAFA (2012)

“IV DIAGNOSTICO FINANCIERO DE LA EMPRESA ESPAÑOLA”

Una radiografía hecha en base a 400 encuestas realizadas a directores financieros de empresas de diferentes tamaños y sectores. Se explica que en 2012 cayeron la facturación y los beneficios, las dificultades de acceder al crédito y el aumento de los tipos de interés.

TORRAS, LUIS

“EL GRUPO LA POSTE”

El Grupo La Poste es un operador postal francés que tiene diferentes actividades: correo, reparto de paquetes y banca postal.

En 2008 El Grupo La Poste puso en marcha una estrategia responsable, parte integral de su plan estratégico 2008 - 2012, que tenía por objetivo mejorar los resultados financieros, participando al mismo tiempo en el crecimiento responsable de la empresa a largo plazo.

El caso analiza los diferentes proyectos: reducción de las emisiones de CO2, política de compras, lucha contra la discriminación, etc.

El caso plantea el dilema al que se enfrenta su presidente en el 2013 sobre hasta que punto se han llevado a cabo y consolidado estas medidas y la organización se ha convertido en una organización responsable, superando las etapas de posicionamiento inicial, despliegue, consolidación y liderazgo responsable.

GIL, CARME; GÓMEZ DE SEGURA, SÒNIA

“EL COACHING Y EL COACHING DE EQUIPO”

Esta nota técnica muestra los aspectos clave de la terminología del Executive Coaching en relación al Team Coaching, para entender y comprender la diferencia entre ambos; nos permite indagar en la manera y forma de abordar desde una u otra metodología, diferenciando claramente las vías de trabajo. Así como también clarifica el rol del Team Coach y las herramientas utilizadas para trabajar con los equipos.

GONZÁLEZ, MARI PAU; CRESPO, MARIA LUISA

“DISEÑO DESARROLLO Y EVALUACIÓN DE PROYECTOS DE COACHING ORGANIZATIVO”

El documento plantea un marco para el diseño y desarrollo de proyectos de Coaching Organizativo que integra conocimientos y metodologías ya validadas de otros ámbitos de la intervención psicosocial. Se basa en la revisión de la evidencia científica disponible en el campo de la intervención psicosocial y en los criterios de buenas prácticas compartidos por los profesionales y académicos de este ámbito.

Parte del concepto de Coaching Organizativo como estrategia orientada al aprendizaje, al cambio de comportamiento y al desarrollo de las personas con el objetivo de aportar beneficios tangibles e intangibles, a la organización.

Su finalidad es ayudar a profesionales y directivos en el proceso de diseñar y aplicar actuaciones dirigidas al desarrollo profesional, con procesos alineados y congruentes con los objetivos y el contexto de organizaciones concretas.

GONZÁLEZ, FRANCISCO JAVIER

“VISIÓN GLOBAL KEY ACCOUNT MANAGEMENT”

La globalización, unida a la madurez de los mercados, ha propiciado que el poder de negociación esté en manos del cliente.

En este sentido, la nota técnica KEY ACCOUNT MANAGEMENT pretende ser un marco de referencia acerca de una gestión diferenciada que hemos de dar a los clientes estratégicos, cuestión clave para el desarrollo y rentabilidad comercial de la empresa.

TORRAS, LLUÍS

“ECONOMÍA INFORMAL”

La nota técnica analiza los orígenes, el desarrollo y la importancia de la economía informal y el rechazo a tratar abiertamente de su impacto en nuestro sistema económico, agrupándola, a menudo, bajo el mismo paradigma que el tráfico ilegal de drogas o armas, cuando no existe evidencia empírica que lo corrobore.

La nota analiza las críticas que se le hacen desde las esferas de la economía formal: No participar en la generación de recursos a través del sistema impositivo, dificultad para crecer, poca innovación y falta de protección en el puesto de trabajo.

La nota presenta diferentes puntos de vista sobre la relación entre la economía formal e informal y finalmente se analizan algunos de los factores de su crecimiento en las dos últimas décadas.

- El presidente de la Cámara de Comercio de Reus, Isaac Sanromà, y el presidente del patronato de la Fundación EADA, David Parcerisas, han firmado un convenio de colaboración que posibilita que los miembros de la corporación empresarial puedan disponer de ventajas para realizar su formación en la escuela de negocios. Asimismo, EADA impartirá algunos de sus cursos de especialización en las aulas de la Cámara y los antiguos alumnos y empresas asociadas a EADA disfrutarán de bonificaciones de la oferta formativa de la corporación.
Isaac Sanromà, ha destacado que el acuerdo con la escuela de negocios "reafirma la apuesta de la corporación por la formación de calidad". El acuerdo de colaboración con la Cámara añade a los más de treinta convenios similares que EADA tiene establecidos en todo el mundo como es el caso, entre otros, los firmados con la Universidad de San Diego en los Estados Unidos o con la University of Edingburgh Business School en el Reino Unido.
- El 28 de mayo el Centro de Innovación de EADA organizó la Jornada Internacional del Centro de Innovación de EADA. Se trataba de explorar, de la mano de una experta de talla mundial, el impacto que la gestión y el diseño del espacio laboral tiene en el rendimiento creativo de las personas, su implicación emocional y su actitud de trabajo en equipo y colaboración.
Para ello contaron con la presencia de la consultora británica Kursty Groves, autora del libro "I wish I worked there!", un magnífico texto ilustrado con ejemplos de gestión y diseño del espacio en empresas como Disney, Sony, Virgin, Lego o Procter & Gamble, entre muchas otras.
- En la XVII edición de los Premios Capital Humano 2013, el jurado ha premiado la visión estratégica y la preocupación por el bienestar y el crecimiento profesional en las candidaturas ganadoras. El acto de entrega de premios se celebró el pasado 21 de mayo en el Salón de Actos de la Fundación EOI, en Madrid, con asistencia de cerca de más de 200 personas y estuvo presidido por Engracia Hidalgo, Secretaria de Estado de Empleo. Entre los miembros del Jurado figuraba Emma de Llanos, profesora de EADA, como miembro del jurado de los XVII Premios Capital Humano a la Gestión de RR.HH.
- El primer premio AECA de artículos premiados en la XVIII convocatoria de la revista editada por la Asociación de Contabilidad y Administración de Empresas sobre contabilidad y administración de empresas recayó en M. Angels Fitó, de la Universidad Oberta de Cataluña, y Soledad Moya, de EADA, por el escrito titulado "Globalización y regulación contable: consecuencias especiales y, también, en algunos casos, no esperadas y, a veces, incluso, no deseadas", donde sus autoras explican que la información financiera está inmersa en un proceso de globalización que genera unos efectos, en ocasiones, muy especiales.



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