

Newsletter

Research Division

No 132

July - August 2006

In this issue

Page

- | | |
|----|--------------------------|
| 1 | Journals |
| 2 | Books |
| 2 | Contributions to books |
| 3 | Working Papers |
| 4 | Studies and Monographs |
| 4 | Other publications |
| 5 | Conferences and seminars |
| 9 | Awards |
| 10 | Research Seminars |
| 10 | Miscellaneous |
| 10 | Book reviews |
| 11 | Teaching materials |
| 13 | Occasional Papers |

Journals

Ramon Casadesus-Masanell - Pankaj Ghemawat**"Dynamic mixed duopoly: A model motivated by Linux vs. Windows", *Management Science*, Vol. 52, No 7, July 2006, pages 1072-1084.**

Abstract: This paper analyzes a dynamic mixed duopoly in which a profit-maximizing competitor interacts with a competitor that prices at zero (or marginal cost), with the cumulation of output affecting their relative positions over time. The modeling effort is motivated by interactions between Linux, an open source operating system, and Microsoft's Windows and consequently emphasizes demand-side learning effects that generate dynamic scale economies (or network externalities). Analytical characterizations of the equilibrium under such conditions are offered, and some comparative static and welfare effects are examined.

Joan Fontrodona - Alejo J. Sison**"The nature of the firm, agency theory and shareholder theory: A critique from philosophical anthropology", *Journal of Business Ethics*, Vol. 66, No 1, June 2006, pages 33-42.**

Abstract: Standard accounts on the nature of the firm are highly dependent on explanations by Coase, coupled with inputs from agency theory and shareholder theory. This paper carries out their critique in light of personalist and common good postulates. It shows how personalist and common good principles create a framework that not only accommodates business ethics better but also affords a more compelling understanding of business as a whole.

Pankaj Ghemawat - Fariborz Ghadar**"Global integration \neq Global concentration", *Industrial and Corporate Change*, Vol. 15, No 4, August 2006, pages 595-623.**

Abstract: There is a widespread belief that increases in the cross-border integration of markets are associated with increases in global concentration along various dimensions. This article reviews the available evidence and presents new data, indicating that increasing global integration has not been accompanied by general increases in four types of global concentration measures: industry seller concentration, cross-industry superconcentration, national/regional hegemony, and geographic concentration. The article also uses the automobile industry to illustrate a bias toward believing concentration is increasing even when it is not and to discuss possible reasons.

Joan E. Ricart**"The European challenger", *Journal of Management Inquiry*, Vol. 15, No 3, August 2006, pages 327-331.**

Abstract: In a densely filled space of professional associations EURAM emerged as a new European challenger. Professors Marafioti and Perretti claim in their article that EURAM is at a crossroads and must decide to be either a generalist or a specialist association. They also claim that in both cases EURAM will face powerful competitors. However, in this brief article I argue that EURAM has successfully chosen a third way, a more difficult but challenging way that emerged from European diversity. The current strategy of EURAM has been developed by many different contributions without centralized planning, giving EURAM a very distinctive and unique position.



Newsletter

July - August 2006 - No 132

Books

Miguel A. Gallo - Salvatore Tomaselli

"Protocolos familiares: Sus resultados", *Fundación Rafael Escolá*, July 2006, 149 pages.

Abstract: El lector encontrará los puntos que conforman un protocolo familiar y diversas recomendaciones sobre cuándo y cómo llevar a cabo su proceso de formulación e implantación. El libro es de contenido práctico, pero está apoyado en una investigación rigurosa que se basa en modelos conceptuales seguros.

Víctor Pou

"Els nous acords Andorra-Unió Europea. El segon període del procés d'acostament del Principat a la UE. De la fase duanera a la fase de cooperació", *Crèdit Andorrà*, August 2006, 351 pages.

Abstract: El contenido del libro está dedicado a los dos nuevos acuerdos entre Andorra y la UE –un Acuerdo de cooperación y un Acuerdo sobre fiscalidad del ahorro– y a sus medidas de acompañamiento (declaración común de intenciones sobre el futuro de las relaciones económicas y fiscales entre las dos partes, tránsito en fronteras UE de los andorranos y texto añadido por iniciativa andorrana al proyecto de tratado constitucional de la UE sobre la especificidad de los estados europeos de pequeña dimensión territorial), en vigor desde julio del año 2005.

El autor considera que con la entrada en vigor de estos acuerdos y sus correspondientes medidas de acompañamiento se alcanza la segunda fase dentro del proceso continuado de acercamiento de Andorra a la UE. La primera ha tenido un carácter aduanero y se inició el año 1991 con la entrada en vigor del Acuerdo comercial Andorra-UE. La segunda etapa se caracteriza por el nuevo y prometedor concepto de cooperación, que comprende nuevos ámbitos de actuación tales como infraestructuras, educación, sanidad, política regional, espacio pirenaico, medio ambiente, etc. Por su parte, la fiscalidad sobre el ahorro acordada entre la UE y Andorra afecta exclusivamente a intereses percibidos por personas físicas no residentes, sobre los que se aplicará un tipo gradualmente creciente de retención en origen hasta alcanzar el 35% al cabo de un período transitorio de seis años.

El autor califica de acertada esta estrategia andorrana de acercamiento progresivo a la UE, que podría alcanzar la plena integración cuando las circunstancias lo hagan posible, salvaguardando siempre las especificidades económicas y políticas del Principado.

Contributions to books

Paddy Miller

"Managing change during times of political transition: The case of Con Roux Construction", in the book "Managing business in Africa", edited by John Luiz, *Oxford University Press*, Cape Town, South Africa, August 2006, pages 231–256.

Abstract: This chapter seeks to outline the attempts of the management of a medium-sized construction business to survive the turbulent years immediately after South Africa moved to democratic freedom. Transition from one political system to another is never easy and the road is seldom smooth and too often littered with good intentions. In Africa the best known political transition is that which took place in South Africa and cast within its long, economically dominant shadow was the entire sub-Saharan continent as each country struggled to find an identity and presence within the context of a globalising world. For businesses that had to survive in such times of transition, the challenges were enormous.

From 1994 when Nelson Mandela took over the reigns of government until 2004 when the country celebrated 10 years of democracy, the management of the company attempted to read and react to signals emanating from government and other stakeholders that would ensure the company's survival. In the process the company sought to ensure its continued existence by moving operations to other countries in Africa. That management eventually failed may be an indictment of the management itself, or of a new government philosophy and the fast-changing political and economic environment which ensued with the dismantling of the apartheid system.

Dieter Fischer - Jan C. Fransoo - Philip Moscoso

"Human planners, planning structure and the vertical bullwhip", in the book "Meeting diversity in ergonomics", edited by Ruud N. Pikaar, Ernst A.P. Koningsveld, and Paul J.M. Settels, *Elsevier*, Amsterdam, July 2006, pages 1854–1860.

Abstract: In hierarchical production planning structures, decisions by planning entities at the different levels may lead to a planning bullwhip. This may happen, for example, because of an inappropriate updating frequency of plans. In such a planning bullwhip, poor estimates of the lead time and poor actual performance reinforce each other. We primarily study the planning bullwhip in relation to the mitigating role that human planners may play, as the effect very often is originated and amplified by the use of decision support systems. We have developed a number of hypotheses based on theoretical studies of the planning bullwhip and investigated whether these hypotheses hold in an empirical setting. For this we use the case study methodology. Our findings indicate support for the main mechanisms underlying the vertical bullwhip, namely the influence of planning frequency and number of planning levels. Further, our analysis suggest that especially the planning structure plays a crucial role in enabling humans to mitigate the planning bullwhip.

Newsletter

July - August 2006 - No 132



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No 640 - July 2006

Pablo Fernández - José María Carabias

CREACION DE VALOR PARA LOS ACCIONISTAS DE IBERDROLA

Abstract: En este documento se cuantifica la creación de valor para los accionistas de Iberdrola entre diciembre de 1991 y diciembre de 2005. En ese período, el aumento de la capitalización de Iberdrola fue de 17.279 millones de euros; el aumento del valor para los accionistas fue de 22.535 millones de euros, y la creación de valor para los accionistas fue de 14.424 millones de euros (expresado en euros de 2005).

La rentabilidad media anual para los accionistas de Iberdrola fue del 17,3%, sensiblemente superior a la del IBEX 35 (14,0%): cada euro invertido en acciones de Iberdrola en diciembre de 1991 se convirtió en 9,31 euros en diciembre de 2005, mientras que 1 euro invertido en el IBEX 35 se convirtió en 6,26 euros. La inflación media fue del 3,4%, y la rentabilidad media de todas las empresas del IBEX, exceptuando Iberdrola, fue del 13,8%. La rentabilidad para los accionistas de Iberdrola fue positiva todos los años, excepto en 1994, 1999 y 2002.

La capitalización de Iberdrola durante estos años osciló entre el 3,9% y el 8,5% de la capitalización del IBEX 35. En diciembre de 1991, Iberdrola fue la quinta empresa por capitalización (tras Telefónica, Endesa, Repsol y BBV). En junio de 2006, Iberdrola fue la sexta empresa por capitalización del IBEX 35 (tras BSCH, Telefónica, BBVA, Endesa y Repsol).

No 641 - July 2006

Pablo Fernández - José María Carabias

CREACION DE VALOR PARA LOS ACCIONISTAS DE ENDESA

Abstract: En este documento se cuantifica la creación de valor para los accionistas de Endesa entre diciembre de 1991 y diciembre de 2005. En ese período, el aumento de la capitalización de Endesa fue de 18.994 millones de euros; el aumento del valor para los accionistas fue de 24.619 millones de euros, y la creación de valor para los accionistas fue de 13.090 millones de euros (expresado en euros de 2005).

La rentabilidad media anual para los accionistas de Endesa fue del 15,2%, sensiblemente superior a la del IBEX 35 (14,0%): cada euro invertido en acciones de Endesa en diciembre de 1991 se convirtió en 7,63 euros en diciembre de 2005, mientras que 1 euro invertido en el IBEX 35 se convirtió en 6,26 euros. La inflación media fue del 3,4%, y la rentabilidad media de todas las empresas del IBEX, exceptuando Endesa, fue del 13,9%. La rentabilidad para los accionistas de Endesa fue positiva todos los años, excepto en 1994 y en 1999-2002.

La capitalización de Endesa durante estos años osciló entre el 5,3% y el 13,5% de la capitalización del IBEX 35. En diciembre

de 1991, Endesa fue la segunda empresa por capitalización (tras Telefónica). En junio de 2006, Endesa fue la cuarta empresa por capitalización del IBEX 35 (tras BSCH, Telefónica y BBVA).

No 642 - July 2006

Pablo Fernández - José María Carabias

CREACION DE VALOR PARA LOS ACCIONISTAS DE UNION FENOSA

Abstract: En este documento se cuantifica la creación de valor para los accionistas de Unión Fenosa entre diciembre de 1991 y diciembre de 2005. En ese período, el aumento de la capitalización de Unión Fenosa fue de 8.600 millones de euros; el aumento del valor para los accionistas fue de 9.972 millones de euros, y la creación de valor para los accionistas fue de 7.678 millones de euros (expresado en euros de 2005).

La rentabilidad media anual para los accionistas de Unión Fenosa fue del 21,6%, sensiblemente superior a la del IBEX 35 (14,0%): cada euro invertido en acciones de Unión Fenosa en diciembre de 1991 se convirtió en 15,37 euros en diciembre de 2005, mientras que 1 euro invertido en el IBEX 35 se convirtió en 6,26 euros. La inflación media fue del 3,4%, y la rentabilidad media de todas las empresas del IBEX, exceptuando Unión Fenosa, fue del 13,9%. La rentabilidad para los accionistas de Unión Fenosa fue positiva todos los años, excepto en 1992, 1994 y 2001-2002.

La capitalización de Unión Fenosa durante estos años osciló entre el 1,3% y el 2,4% de la capitalización del IBEX 35. En diciembre de 1991, Unión Fenosa fue la decimocuarta empresa por capitalización (tras Telefónica, Endesa, Repsol, BBV, Iberdrola, Banco Central, Banco Santander, Popular, Banesto, Hispano, Cepsa, Tabacalera y Acesa). En junio de 2006, Unión Fenosa fue la duodécima empresa por capitalización del IBEX 35 (tras BSCH, Telefónica, BBVA, Endesa, Repsol, Iberdrola, Popular, Arcelor, Inditex, ACS y Altadis).

No 643 - July 2006

Pablo Fernández - José María Carabias

CREACION DE VALOR PARA LOS ACCIONISTAS DE REPSOL

Abstract: En este documento se cuantifica la creación de valor para los accionistas de Repsol entre diciembre de 1991 y diciembre de 2005. En ese período, el aumento de la capitalización de Repsol fue de 25.611 millones de euros; el aumento del valor para los accionistas fue de 22.790 millones de euros, y la creación de valor para los accionistas fue de 6.736 millones de euros (expresado en euros de 2005).

La rentabilidad media anual para los accionistas de Repsol fue del 14,5%, sensiblemente superior a la del IBEX 35 (14,0%): cada euro invertido en acciones de Repsol en diciembre de 1991 se convirtió en 6,69 euros en diciembre de 2005, mientras que 1 euro invertido en el IBEX 35 se convirtió en 6,26 euros. La inflación media fue del 3,4%. La rentabilidad para los accionistas de Repsol fue positiva todos los años, excepto en 1994 y en 2000-2002.

La capitalización de Repsol durante estos años osciló entre el 6% y el 10,8% de la capitalización del IBEX 35. En diciembre de 1991, Repsol fue la tercera empresa por capitalización (tras Telefónica



Newsletter

July - August 2006 - No 132

y Endesa). En junio de 2006, Repsol fue la quinta empresa por capitalización del IBEX 35 (tras BSCH, Telefónica, BBVA y Endesa).

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No 39 - July 2006

Ahmad Rahnema

EL SECTOR DE LAS TARJETAS DE PAGO EN ESPAÑA

Abstract: En España, segundo país europeo en número de tarjetas, el mercado de tarjetas de crédito ha mostrado un crecimiento continuado y estable en los últimos cinco años. Se calcula que en España existe una media de 1,63 tarjetas por habitante, porcentaje superior a la media europea (1,2 tarjetas por habitante). Sin embargo, no sólo el número de tarjetas ha aumentado, sino también el volumen de gasto asociado a las mismas. Se calcula que el gasto por tarjeta y año en España es de 2.000 euros. Esta cantidad, aun siendo inferior a la media europea (2.500 euros como media), supone una cantidad considerable, especialmente si se tiene en cuenta que en el año 2001 el gasto total mediante tarjeta en España fue de 67.658 millones de euros, cantidad que representó un aumento del 12,4% respecto al año 2000.

Siendo como es evidente la importancia de este medio de pago, y considerando que su incidencia en España será cada vez mayor, en este documento tratamos de dar una visión general del mercado de tarjetas de pago en España. Para ello haremos un breve repaso a la historia de las tarjetas como medio de pago en España, a los participantes del mercado, a los productos que existen en estos momentos y al nivel de desarrollo actual. El documento se centrará únicamente en tarjetas de pago, dejando a un lado otros medios de pago (dinero virtual o electrónico, PayPal, etc.) que no están ligados a tarjetas.

Other publications

Pablo Fernández

"Brand equity and brand valuation", *Effective Executive*, ICAI University Press, Vol. VIII, No 8, August 2006, pages 35-39.

Abstract: In recent years, the number of consulting firms and research documents proposing methods for determining a brand's value has increased enormously. The effort is worth it. However, we feel that we are still a long way from defining exactly the brand concept and, therefore, its value. In this article, our goal is to show the limitations of a number of the methods proposed for valuing brands and intellectual capital and, within the limits imposed by

the brand's intrinsic reality, establish guidelines for value creation through the study of brands and intellectual capital.

Pankaj Ghemawat

"Business, society, and the 'Wal-Mart Effect'", *Academy of Management Perspectives*, Vol. 20, No 3, August 2006, pages 41-43.

Abstract: The author reflects on Charles Fishman's book "The Wal-Mart Effect" and its assessment of Wal-Mart's effect on society. He argues that skepticism should be applied to other statistics that have been thrown around regarding Wal-Mart's alleged negative externalities. He acknowledges that Wal-Mart expands the size of the economic pie available to society. He points out the limitation of efficiency and distributional arguments against Wal-Mart.

Josep M. Rosanas - Manuel Velilla

"La capacidad transformadora del enfoque humanista de la gestión. Una nueva perspectiva de la formación empresarial", *Capital Intelectual*, No 3, 2006, pages 4-21.

Abstract: Es posible que las escuelas de negocios no sobrevivan si no se produce un cambio en el actual estatus de dichas escuelas. Es innegable que unos fundamentos más sólidos garantizarían una mejor base para la enseñanza y el aprendizaje de la gestión, pero parece ser que es poco probable que dichos fundamentos sólidos provengan tan sólo de la economía.

Jorge Soley

"El valor riesgo (VaR) como medida de los riesgos en el área de tesorería y mercado de capitales", *Estrategia Financiera*, No 230, July-August 2006, pages 30-36.

Abstract: Se analiza el método denominado VAR (*Value At Risk*) en cuanto se aplica para valorar los riesgos incurridos en el área de tesorería y mercado de capitales de las instituciones crediticias. Se explican con detalle las distintas metodologías para el cálculo del VAR. Se analizan las explicaciones del VAR en cuanto a: cumplimiento con los requerimientos del entorno regulador, medición de riesgos de mercados, evaluación de la gestión y establecimiento de límites de la cartera de negociación.



Conferences and Seminars

Africa Ariño

On August 11-16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where she presented the paper "Contracting costs in outsourcing partnerships: An investigation of termination provisions".

Abstract: We analyze the influence that the complexity of termination provisions and the existence of prior ties between partners have on outsourcing partnerships' contracting costs, as reflected in their negotiation time. We examine the dimensionality of the complexity of termination provisions, and the findings reveal distinct classes of termination provisions, the negotiation of which have differential effects on contracting costs. The evidence also indicates that prior ties have no direct influence on negotiation time, but they moderate the effects of negotiating termination provisions into outsourcing agreements.

Manel Baucells

On July 2-5, attended, in Hamraborg (Iceland), the 21st European Conference on Operational Research, on the subject "Euro XXI in Iceland", where he presented the paper "The case method in teaching spreadsheet-based quantitatives course".

Abstract: In this presentation, I describe how the case method can be successfully employed to teach quantitative courses. Cases focus the class discussion on what is relevant: how to translate a verbally described problem into a model, and how to obtain insight and solutions from such a model.

Not all cases are created equal, and I will present few examples of cases that work particularly well in class. A second ingredient for teaching success is the use of spreadsheet-based software. I will also present a simple spreadsheet-based tool for (linear and logistic) regression analysis.

Bruno Cassiman

On August 11-16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where he presented the paper "Organizing R&D for exploration and exploitation", co-authored with Giovanni Valentini.

Abstract: Understanding the right balance between investing resources in exploring ideas for new businesses versus investing in exploiting existing businesses has received considerable attention in the management literature since the seminal work of Jim March (1991). Unfortunately, the current state of the literature provides little guidance for management on how to organize optimally along the exploration/exploitation trade-off and which factors actually affect the optimal allocation of resources. In this paper we attempt to shed light on this issue. We develop a formal model that deals with this trade-off in the context of technology-based firms. The basic trade-off revolves around the fact that more basic

projects and more openness of the organization lead to more learning and exploration opportunities. However, this open and basicness reduces the efficiency of projects as these projects are harder to manage and more likely to go over budget and experience delay, i.e. they are likely to be more costly and more risky. Therefore, we argue that exploration is not just a matter of investing resources, but, in addition, the organizational design matters critically. Collaborations and alliances with suppliers, customers and research institutions such as universities are important mechanisms for creating the needed organizational "openness" and for accessing external information for exploration activities to result in successful ideas.

On August 25-27, attended, in Amsterdam, the 33rd EARIE 2006 Conference, organized by the European Association for Research in Industrial Economics (EARIE), where he presented the paper "Product innovation and exports. Evidence from Spanish manufacturing", co-authored with Ester Martínez-Ros.

Abstract: Does innovation spur export activities by firms? And if so, what type of innovation –product or process– matters? Our analysis uses a panel of Spanish manufacturing firms for the period 1990-1999. Results suggest that innovation is a very important driver of exports; in particular, we find that product innovation activities positively affect the decision to export for small non-exporting firms. Foreign-owned firms are more likely to export due to lower sunk costs, as they presumably are part of an international network.

Javier Estrada

On June 28-July 1, attended, in Madrid, the Annual Meeting of the European Financial Management Association, where he presented the paper "The Fed model: The bad, the worse, and the ugly".

Abstract: The negative relationship between stock market P/E ratios and government bond yields seems to have become conventional wisdom among practitioners. Both limited empirical evidence and a misleading suggestion that the model originated in the Fed are used to support the model's plausibility. This article argues that the Fed model is flawed from a theoretical standpoint and reports evidence from 20 countries that casts serious doubt on its empirical merits. Despite its widespread use and acceptance, the Fed model is found to be a failure both as a normative and as a positive model of equity pricing.

He also acted as discussant on the panel "Small caps in international equity portfolio: The effect of variance risk".

On July 6-8, attended, in Porto, the Portuguese Finance Network, where he presented the paper "The Fed model: The bad, the worse, and the ugly".

Abstract: (See abstract above).



Newsletter

July - August 2006 - No 132

He also acted as discussant on the panel "The colors of investors' money: Which firms attract institutional investors from around the world?" and led the session "Portfolio Management II".

Fabrizio Ferraro

On July 6-8, attended, in Bergen, the 22nd EGOS Colloquium, organized by University of Bergen & The Rokkan Center, where he presented the following papers:

"Institutional entrepreneurship through voluntary standard setting: The case of the global reporting initiative", co-authored with Dror Etzion (PhD Candidate).

Abstract: We study institutional entrepreneurship in an emergent field by analyzing the case of the Global Reporting Initiative (GRI) and its efforts to purposefully institutionalize the practice of sustainability reporting. We attempt to understand how a resource-constrained organization creates a new logic at the juncture between potentially conflicting institutional spheres.

Using discourse and frame analysis, we identify three linguistic mechanisms harnessed by GRI: ambiguity reduction, discourse bridging and robust design. These intertwined mechanisms address both conceptual and practical aspects of sustainability reporting and provide a coherent rationale for convergence on a voluntary standard.

"Interplay of dependencies, networks and firm practices: How industry practices", co-authored with Kerem Gurses (PhD Candidate).

Abstract: This historical case study of Lew Wasserman's tenure as Music Corporation of America's (MCA) chief executive officer documents how the extraordinary success of a CEO and his firm can transform a whole industry. We study how, after two disruptive events in the industry, Wasserman managed to create dependencies in key players in the industry, and then, by using his powerful personal network of key people in the environment and by helping the diffusion of two business practices, he institutionalized these practices. We argue that managing and increasing dependencies with diffusion of certain firm practices, personal networks and regulation are keys to understand the change in industry practices.

On August 11-16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where he presented the following papers:

"Institutional entrepreneurship through voluntary standard setting: The case of the global reporting initiative", co-authored with Dror Etzion (PhD Candidate).

Abstract: (See abstract above).

"Interplay of dependencies, networks and firm practices: How industry practices", co-authored with Kerem Gurses (PhD Candidate).

Abstract: (See abstract above).

"CEOs' constraints and the dark side of social capital", co-authored with Erica Salvaj (PhD Candidate).

Abstract: This study examines how the social structure of corporate elites in which CEOs and Board members are embedded affects CEO-Board relations and the outcomes of corporate governance processes among the 368 largest US corporations for the period 2001-2002. Specifically, we explore the effect of CEOs' structural holes and Board exposure to corporate provisions on CEOs' self-serving behavior within the context of two beneficial provisions for the CEO: golden parachutes and accelerated cash out. We study how CEOs' constraints and Board exposure to both provisions (golden parachutes and accelerated cash outs) affect the incidence of beneficial provisions for the CEO. Results show that Boards where CEOs are less constrained are more likely to have beneficial provisions for the CEO. Implications of the study for corporate governance and social networks are presented.

Jan Fransoo

On July 10-14, attended, in Maastricht, the 16th Triennial World Congress on Ergonomics, organized by the International Ergonomics Association in collaboration with the Federation of European Ergonomics Societies, where he presented the paper "Human planners, planning structure and the vertical bullwhip", co-authored with Dieter Fischer and **Philip Moscoso**.

Abstract: In hierarchical production planning structures, decisions by planning entities at the various levels may lead to a planning bullwhip, for example, because of an inappropriate updating frequency of plans. In this planning bullwhip, poor estimates of the lead time and poor actual performance reinforce each other. We study the planning bullwhip in relation to the mitigating role that human planners may play, as the effect very often is originated and amplified by the use of decision support systems. We use the case study methodology. Our findings suggest that especially the planning structure plays a crucial role in enabling humans to mitigate the planning bullwhip.

Javier Gómez

On August 24-28, attended, in Vienna, the 2006 European Economic Association Annual Meeting, where he presented the following papers:

"Optimal monetary policy in the transition to EMU: Non linearities in the spread", co-authored with Fernando Pérez de Gracia (Universidad de Navarra).

Abstract: In this paper we examine the evidence for a special nonlinear interest rate rule in EMU countries during the years

Newsletter

July - August 2006 - No 132



before the establishment of the single currency in 1999. We use a simple dynamic model with nominal rigidities to derive optimal central bank reaction functions in the context of the Maastricht Treaty convergence requirements. We find significant evidence that the behavior of the interest rate spreads of some EMU countries with respect to Germany is consistent with the nonlinear reaction functions implied by the model although less inertial: domestic central banks seem to have reacted to positive spreads of the domestic rate with the German rate, but the reaction appears to have been less strong than the optimal rule suggests. Additionally, the degree of intertemporal smoothing has been lower than optimal.

"Financial development and the asymmetry of monetary policy", co-authored with Luis Carranza (Ministry of Economics, Perú) and José Enrique Galdón (Universidad Pública de Navarra).

Abstract: In this paper we develop a simple model of the relationship between financial markets and investment by entrepreneurs in the presence of a Central Bank. The model allows us to analyze how the level of financial development affects the way credit spreads –and therefore the volume of credit and output– react to monetary policy actions. We show that in countries where financial markets are poorly developed, lending rates may react in an asymmetric manner to monetary expansions and contractions: monetary contractions generate a larger output impact than expansions. Other implications of the model are in line with those in the literature. Cross-country empirical evidence for this asymmetry is provided.

Franz Heukamp

On July 5–8, attended, in Paris, the 2006 IAREP SABE congress, organized by AIAREP/SABE (International Association for Research in Economic Psychology), where he presented the paper "Time and uncertainty integrated".

Abstract: We propose a model that integrates risk and time preferences. The representation we obtain is compatible with both prospect theory and hyperbolic discounting. The model has a natural interpretation in which time is intrinsically uncertain, and the discounting of certain (or uncertain) future events is the result of attaching a probability less than one to their occurrence. Under this interpretation, hyperbolic (non-exponential) discounting is the result of having a non-linear probability weighting function. Similarly, the common difference effect is the result of the common ratio effect. Our model is compatible with the available empirical results on delayed lotteries and on sign effect. The key behavioral axiom for our representation is that additive increments in time are treated as multiplicative increments of uncertainty, at an exchange rate that is independent of the delay and the probability level. We test experimentally this behavioral axiom. Our method yields the intrinsic discount rates with no assumptions regarding the value function, which permits a parameter-free estimation of the magnitude effect.

Johanna Mair

On July 6–8, attended, in Manila, the International Workshop on Social Entrepreneurship in Asia (IWSEA), organized by the Asian Institute of Management (AIM), where she presented the paper "Profitable business models and market creation in the context of deep poverty: A strategic view".

Abstract: Framing the entry into underdeveloped countries as a business opportunity is conceptually appealing. While previous work on strategies to pursue the bottom level of the global income pyramid has shifted paradigms about poverty, the focus in this paper is to move on from the "whether to do it" question to contribute to a better understanding of "how to do it" from the perspectives of corporate and competitive strategy. Using three cases, two from Bangladesh and one from India, insights are generated into how business models can be structured and executed to generate the necessary profits for companies to justify investments into market entry and market building, while at the same time integrating and serving the poorest and their unique needs. The authors explicitly focus on how to recognize, access and configure resources that local pioneers have already built in extremely poor countries. The aim of this paper is not to develop prescriptions but to generate ideas about the opportunities available to companies working in tandem with local entrepreneurial organizations to build business models that are able to achieve multiple strategic objectives concomitantly.

On August 11–16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where she presented the following papers:

"Institutional entrepreneurship in and around institutional voids", co-authored with Ignasi Martí (PhD Candidate).

Abstract: In many developing countries those living in poverty are unable to participate in markets due to the weakness or complete absence of supportive institutions. This study examines in microcosm such an institutional void and illustrates the activities of an entrepreneurial actor in rural Bangladesh aimed at addressing it. The context enables us to examine processes where resources are scarce and the institutional fabric inchoate. We depict the crafting of new institutional arrangements as a process of resource and institutional bricolage occurring in parallel and thereby facilitating the creation of platforms for participation in markets and broader society by those previously excluded.

"Middle managers in a medium-sized firm: Their involvement in the internationalization strategy process", co-authored with Claudia Thurner.

Abstract: While prior research has emphasized middle managers' important role in the strategy process and the benefits of their involvement, little is known about their role in medium-sized firms and their participation in the internationalization strategy



Newsletter

July - August 2006 - No 132

process (ISP). Our analysis of interviews conducted with the complete layer of middle managers at a medium-sized firm aims to shed light on these issues by examining the extent and effect of middle managers' involvement in the strategy formulation phase of the SP. The medium-sized Italian firm chosen for our sample was going through a period of radical change as it expanded its international activities beyond its cultural boundaries. We found that not all the firm's middle managers perceived themselves to be involved in formulating the internationalization strategy. The perception of involvement was dependent on ownership of the outcome of internationalization. Middle managers with revenue accountability perceived themselves to be involved in strategy formulation. Furthermore, this perception of increased involvement was tightly linked to a more opportunity-oriented attitude toward internationalization. We suggest that medium-sized firms can actively manage middle managers' attitudes and behavior toward internationalization by managing perceptions.

Núria Mas

On July 26, attended, in Cambridge, the Harvard Summer Workshop, where she presented the paper "Managed care and the safety net: More pain for the uninsured?".

Abstract: The introduction of managed care has dramatically changed the US health care market. However, most of the literature has concentrated on analyzing the role of managed care in bringing efficiency to the market, or on studying the effect of managed care on the utilization and quality of care of their enrollees, comparing them to those who have traditional health insurance plans. Research focusing on its impact for the uninsured has been minimal. This paper contributes to fill this gap and proposes a model of a hospital's decision to provide charity care. We then analyze the change in incentives introduced by managed care and its impact on hospitals' provision of uncompensated care. Finally, we evaluate the impact of managed care on access to care and quality of care for the uninsured. We expand Frank and Salkever's (1991) model to analyze a hospital's decision to provide charity care and use a probit model to test the results empirically. Traditionally, hospitals in the US had been able to finance charity care through a complex system of cross-subsidies, where privately insured patients were charged higher prices. By imposing stricter financial restrictions on hospitals and doctors, managed care reduces the prices charged to insured patients, making it very difficult for hospitals to obtain excess funds for their uncompensated care. Our results show that managed care has negatively affected both access to care and quality of care for the uninsured, by increasing the probability of closure of the safety net hospitals and the services most used by the uninsured, and by negatively affecting the quality of government hospitals. Uninsured patients in areas with a high proportion of managed care enrollees also have a disproportionately high probability of dying after a heart attack (our quality measure).

Domènec Melé

On August 11-16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where he presented the paper "Understanding business firms as communities".

Abstract: Many popular economic approaches to organizations see the firm as a set of contracts. However, this conception of firm has received much criticism. As an alternative it has been proposed that business firms and organizations can be considered as human communities. This can better explain phenomena such as shared knowledge. Here we try to understand better the idea of a business as a community by reviewing various philosophical approaches. It is argued, among other points, that business firms have many types of unifying relationships which are vital for building a community, contractual relationships being only one of them. The philosophical consideration of firms as communities of persons includes an axiological dimension which favors the integration of ethics into management thought.

Pinar Ozcan

On August 11-16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where she presented the following papers:

"Start-ups in nascent markets: Building a strong alliance portfolio from a low-power position".

Abstract: The purpose of this study is to uncover the processes through which executives of firms can form a strong alliance portfolio with deep ties to a large number and variety of prominent and important partners. With a multiple-case inductive design, we traced the interorganizational activities of six entrepreneurial firms in the nascent market of wireless gaming over a span of 18 months. The emergent theoretical framework highlights the role of strategy. It explains the process through which executives of these firms form a strong alliance portfolio through an early approach to partners, simultaneous approaches to complementary partners, the maintenance of multiple partners of the same type through a sequential-attention approach, and avoidance of ties with competitors.

"Alliance portfolios: How they evolve over time and coevolve with firm performance".

Abstract: Studies show that having an alliance portfolio is beneficial for firm performance, but fail to capture how portfolios change over time, and how they affect firm growth and performance. In order to explore these questions, I conducted a multiple-case inductive study centered on the question of how alliance portfolios change over time. With a multiple-case inductive design, I traced the interorganizational activities of five entrepreneurial firms in the wireless gaming market over a span of 30 months. The results show that based on the strength of their portfolio, firms found themselves in a positive or negative spiral

Newsletter

July - August 2006 - No 132



that further strengthened or weakened their portfolio by creating a feedback loop with portfolio strength and overall firm growth. Moreover, I observed that based on the strength of their portfolio, firms found themselves in a positive or negative spiral that further strengthened or weakened their portfolio. I also observed that while focal firms in a positive spiral use certain strategies to further fuel the positive spiral, firms in a negative spiral make certain changes in their portfolio to escape the negative spiral and strengthen their portfolio. Potential contributions to alliance, network, and competitive dynamics literatures are discussed.

Fernando Peñalva

On August 6-9, attended, in Washington, the 2006 Annual Meeting of the American Accounting Association, where he presented the paper "Corporate governance and accounting conservatism", co-authored with Beatriz García Osma (Lancaster University) and Juan Manuel García Lara (Universidad Carlos III).

Abstract: We predict that firms with stronger corporate governance will exhibit a higher degree of accounting conservatism. Governance level is assessed using a composite measure that incorporates several internal and external governance characteristics. Consistent with our prediction, strong governance firms show significantly higher levels of both conditional and unconditional accounting conservatism. The results are robust to controlling for economic determinants of corporate governance. We also study the impact of earnings discretion on the sensitivity of earnings to bad news across governance structures. We find that, on average, strong governance firms appear to use discretionary accruals to inform investors about bad news in a timely manner. Our evidence is consistent with governance and conservatism being complements, not substitutes.

Joan E. Ricart

On August 11-16, attended, in Atlanta, the 66th Annual Meeting of the Academy of Management, where he presented the paper "Reflections on entrepreneurship in the Latin-American context".

Abstract: Some comparative data on entrepreneurship levels show a very high ratio for Latin-American countries. However, most of it is due to necessity and lack of alternatives more than opportunity seeking. However, most recommendations on how to improve entrepreneurship in these countries follow the standard opportunity-seeking framework. In this talk, I suggested some alternative frameworks based on creation modes of entrepreneurship and strategies for the base of the pyramid that imply a radically different set of recommendations.

He also chaired the session on "Competitive advantage: 'Reckless' drivers of organizational performance (size, slack & consistency)".

Xavier Vives

On July 8-13, attended, in Beijing, the Far Eastern Meeting of the Econometric Society, where he presented the paper "Innovation and competitive pressure".

Abstract: I analyze the effects of competition on process and product innovation and obtain robust results that hold for a range of market structures. It is found that increasing the number of firms tends to reduce R&D effort, whereas increasing the degree of product substitutability, with or without free entry, increases R&D effort –provided that the total market for product varieties does not shrink. Increasing the total market size increases R&D effort and has ambiguous effects on the number of varieties offered, while decreasing the cost of entry increases the number of entrants and varieties but reduces R&D effort per variety. The framework and results shed light on empirical strategies to assess the impact of competition on innovation.

Also, at the Bank of China he presented the paper "Banking and regulation in emerging markets: The role of external discipline".

Abstract: This paper reviews the main issues of bank regulation and supervision in emerging markets with a view to evaluating the long-run options available to the banking system in such economies. Particular attention is paid to the cases of Latin America and East Asia. A central idea is that these economies face a severe policy commitment problem that leads to excessive bailouts and potential devaluation of claims of foreign investors. This exacerbates moral hazard and implies that there is a case for importing external discipline (e.g. acquiring foreign short-term debt). External discipline may come at the cost of excessive liquidation of entrepreneurial projects. This paper reviews the trade-offs imposed by external discipline and examines potential arrangements that have been proposed, such as narrow banking, foreign banks and foreign regulation, and the potential role for an international agency or international lender of last resort.

Awards

Adrian Done

Won the following awards for his doctoral thesis on "The evolving supply chain: An empirical investigation of the impact of knowledge dimensions in manufacturing and service supply chains":

2nd Annual Emerald/EFMD Outstanding Doctoral Research Awards 2006: Operations and supply chain management, sponsored by the International Journal of Operations & Production Management (www.efmd.org)

2006 Elwood S. Buffa Doctoral Dissertation Award, Decision Sciences Institute.



Newsletter

July - August 2006 - No 132

Fabrizio Ferraro

Won the 2006 Academy of Management Review Best Paper Award for the paper "Economics language and assumptions: How theories can become self-fulfilling", published in the Academy of Management Review, January 2005.

IESE - Research Seminars

Information Systems

July 12

Speaker: Vladislav V. Fomin, Copenhagen Business School
"Snow, buses, and mobile data services"

Abstract: The development and advancement of the Information Society is on the agenda of many nation-states today. As scholars, we can contribute to the effort by attempting to reconcile the official rhetoric with the real-life situations of citizens.

Triggered by an observation of the social behavior of public transport passengers during a winter bus drivers' strike in Copenhagen, this case study aims to reveal the extent to which advanced mobile data services are used by the population.

This study adds to the growing awareness that success in establishing an Information Society should not be measured by the number of services available to citizens over the wireline and mobile Internet. Drawing on theories of social learning, sensemaking, and ethnographical studies of infrastructure, we attempt to answer the question why people do not use advanced data services in situations where the use of such services is perceived as important.

Marketing

July 18

Speaker: Miguel Villas-Boas, Haas School, UC-Berkeley
"When more alternatives lead to less choice"

Abstract: One crucial decision that firms or government agencies must make is selecting the alternatives, i.e., the different types and/or number of products to offer to consumers or citizens. The selection of the set of alternatives to offer should take into account not only the potential preferences of consumers and firms, but also the evaluation costs that the economic agents may incur. This may lead to a situation where offering more alternatives not always better for the firms than offering fewer.

This paper shows that if too many or too few alternatives are offered, search/evaluation costs may lead consumers not to search and not to choose. If too many alternatives are offered, the consumer may have to engage in many searches/evaluations to find a satisfactory fit, which may be too costly and may dissuade the consumer from making a choice altogether. If too few alternatives are offered, a consumer may doubt that a satisfactory alternative exists and so may decide not to engage in search and not

to choose. Because of these two forces there may be an interior optimal number of alternatives that should be offered in order to maximize the probability that a choice will actually occur. The number of alternatives offered may also signal the importance of fit in the market if there is asymmetric information about the importance of fit.

Miscellaneous

Joan Fontrodona

On July 12, attended, in A Coruña, the seminar "Gestión y comunicación de la responsabilidad social empresarial: Claves para un desarrollo competitivo y sostenible", organized by Universidad Internacional Menéndez Pelayo, where he moderated a roundtable on "RSE en las comunidades autonómicas: El enfoque local".

Johanna Mair

On June 28-July 1, attended, in Tällberg, the Tällberg Forum, organized by Tällberg Foundation, where she moderated the workshop "Sustainable development and growth in the region of Bundelkhand - India".

Domènec Melé

On August 31, attended, in Costa Rica, the II Semanas Sociales de Costa Rica, organized by the Archdiocese of San José de Costa Rica, where he gave the lecture "Ética empresarial y responsabilidades sociales de la empresa".

Abstract: Tras una breve revisión histórica del desarrollo de la ética empresarial y las responsabilidades sociales de la empresa, se analizan diversas acciones que las empresas están emprendiendo para incorporar aspectos éticos en la empresa. Se revisan también los diversos enfoques éticos contemporáneos y la posible relación entre calidad ética y responsabilidad con beneficios a largo plazo. Se argumenta que existe una notable fragmentación tanto en la práctica como en la teoría, favorecida por el pensamiento posmoderno, y se aboga por una teoría ética unitaria que tiene su expresión en la ética empresarial.

Book reviews

Domènec Melé

Reviewed the book "The market for virtue: The potential and limits of corporate social responsibility", by David Vogel, *Brookings Institution Press, 2005, Journal of Market & Morality, Vol. 9, No 1, June 2006, pages 195-197.*

Newsletter

July - August 2006 - No 132



Teaching materials

NOTE: The updated bibliography may be consulted on the Internet at

http://wwwapp.iese.edu/research/res_search_adv.asp?lang=en

Accounting and Control

GdL (Giocattolo di Legno), SpA
(C-742 - 0.106.017)

El caso presenta la situación de una exitosa empresa mediana del sector del juguete. Ilustra la preparación de los estados contables básicos: balance, cuenta de pérdidas y ganancias y cuadro de tesorería. Ayuda a los alumnos a integrar los tres estados contables principales y les indica cómo pueden usarlos para tomar decisiones económicas. Permite ver claramente la relación entre la estrategia y los estados contables. Muestra la importancia de controlar la tesorería en un caso en que los beneficios son elevados.

Grandes M.J.; Peñalva F.; 8 pages.

Analysis of Business Problems

Textiles del Hogar, S.L.
(ASN-40 - 0.306.047)

Textiles del Hogar, S.L. es una empresa catalana con más de medio siglo de historia que pasó de ser un negocio muy rentable a despertar serias dudas sobre su viabilidad, como consecuencia del declive del sector textil en el ámbito europeo. A ello se suma que, hasta la entrada de los Quesada, la empresa había sido gestionada de forma deficiente. Al hacerse cargo de la compañía, Ramón y Jorge Quesada intentan, sin éxito, encontrar una solución definitiva para el negocio. Tras intentos fallidos, deciden reflotar y mantener la compañía a base de modestas mejoras que, en suma, hacen que el negocio sea capaz de autofinanciarse, aunque sin ser rentable para los accionistas. No obstante, al analizar las serias dificultades a las que se enfrenta el día a día de la empresa y movidos por dudas razonables acerca de su viabilidad futura, los Quesada se plantean la disyuntiva de cerrar la empresa. Para tomar esta decisión, Ramón y Jorge valoran no sólo aspectos económicos, sino las consecuencias sociales que tendría esa decisión y, en su caso, el modo de llevarla a cabo, teniendo en cuenta el considerable número de personas relacionadas con la compañía, ya sea como operarios, accionistas o gestores.

Vázquez-Dodero J.C.; Ormazabal G.; 14 pages.

Textiles del Hogar, S.L. - Nota del instructor
(ASNT-9 - 5.306.047)

(Case ASN-40).

Vázquez-Dodero J.C.; Ormazabal G.; 7 pages.

Decision Analysis

Ceranz Bau AG
(AD-301-E - 0.106.012)

This case describes the bidding decision of a construction company to build and manage a river crossing for a period of 30 years. The decision revolves around the right bidding strategy, trading off the chance of winning and potential profit. The case may be used as a teaching vehicle for project evaluation and auctions.

Guinand C.; Heukamp F.H.; 6 pages.

Group Decision Making and Prediction Markets
(ADN-266-E - 0.106.001)

This technical note explains how Internet-based prediction markets work in many circumstances to produce reliable forecasts. It also discusses how to improve accuracy in prediction tasks performed by groups or committees.

Lobanova A.; Baucells M.; 11 pages.

Entrepreneurship

Mittal Steel: The Making of the World's Largest Steel Company (A) and (B) - Teaching Note
(ET-6-E - 5.606.013)

Cases E-82-E and E-83-E.

Mitchell J.; Velamuri R.; 14 pages.

Financial Management

Pirelli: Investing in Reifen Ritter
(F-793-E - 0.206.007)

The case describes the decision of the tire producer's newly appointed Marketing and Sales Director in Germany regarding a loan request from an independent retailer. The case shows how suppliers can use credit lines and loans as instruments to "invest"



Newsletter

July - August 2006 - No 132

in their clients, and the various potential benefits for the supplier in terms of growth (e.g. higher sales volumes, higher customer penetration, stronger customer loyalty, increased profitability). In order to minimize the risks connected with these practices, commercial companies analyze customer credit issues in a similar way to how banks analyze customer loans.

de Agostini L.; Liechtenstein H.; 18 pages.

Pirelli: Investing in Reifen Ritter - Teaching Note

(FT-68-E - 5.206.008)

Case F-793-E.

de Agostini L.; Liechtenstein H.; 14 pages.

Monograph on Credit Management

(FN-539-E - 0.206.009)

Business-to-business trade credit used to be considered a privilege, yet nowadays it has become a necessity for a variety of reasons. However, extending credit also creates risk and costs. To control those risks companies started to design their own rules (credit policy) on how to deal with customer credit and even created credit management functions within their finance and controlling departments. The purpose of this note is to give an overview of the Credit Management function and to provide a sample of useful tools for the management of receivables.

de Agostini L.; Liechtenstein H.; 31 pages.

The Impact of IFRS/IAS on Credit Institutions

(FN-542-E - 0.206.016)

The introduction of the new accounting standards (IFRS/IAS) has had a massive impact on companies' financial reporting, finances and strategy. The note discusses the impact on the credit sector, which is very directly affected. It analyzes in detail the rules affecting credit institutions and considers the indirect effect on credit institutions' internal customer credit rating models, based on Basel II.

(Also available in Spanish.)

Soley J.; 10 pages.

Managing People in Organizations

ET&T Co. La decisión de Lucca (A)

(DPO-77 - 0.406.005)

El objetivo del caso es exponer los conflictos entre dos partes de las compañías: los *staffs* de la sede corporativa y las unidades de línea de negocio.

Susaeta L.; Pin J.R.; 10 pages.

ET&T Co. La decisión de Lucca (B)

(DPO-78 - 0.406.006)

(See case A).

Susaeta L.; Pin J.R.; 2 pages.

ET&T Co. La decisión de Lucca (C)

(DPO-79 - 0.406.007)

(See case A).

Susaeta L.; Pin J.R.; 2 pages.

ET&T Co. La decisión de Lucca (A,B y C) - Teaching Note

(DPOT-20 - 5.406.009)

Cases DPO-77, DPO-78 and DPO-79.

Susaeta L.; Pin J.R.; 12 pages.

Marko Ivan Rupnik: Corazón y razón

(DPO-80 - 0.406.013)

El caso recoge la trayectoria vital –infancia, colegio, vocación, años universitarios...– de Marko Rupnik, artista, filósofo, teólogo, jesuita y escritor. Asimismo, se analiza su labor como fundador y director del Centro de estudios e investigaciones Enzio Aletti, donde reside y trabaja desde 1991. En un mano a mano con él se recogen sus reflexiones sobre cuestiones tales como la gestión de la diversidad cultural, el equilibrio entre la dimensión individual y comunitaria, la resolución de conflictos, el diseño de equipos de trabajo, la relación entre la inspiración y la rutina, el papel del error, el encuentro entre las emociones y las decisiones racionales...

Alvarez de Mon S.; Sánchez M.J.; 21 pages.

Newsletter

July - August 2006 - No 132



Liderar personas a la altura de los cambios

(DPON-40 - 0.406.017)

Esta nota aborda, por un lado, el impacto de los cambios empresariales en las personas; y por otro, los efectos en las empresas de un liderazgo que pretende estar a la altura de los cambios. Se comienza tratando del sentido del cambio y de sus ritmos, se analizan sus efectos en los resultados económicos y cómo preservar la eficiencia en la gestión, se describen algunos casos de cambio tecnológico y estratégico, y, finalmente, se presenta un paradigma de liderazgo asentado en una antropología que incorpora el cambio como un rendimiento de la creatividad y libertad humanas.

Stein G.; 31 pages.

Marketing

Mármoles del Sur, S.A. (B). Novamármol

(M-1185 - 0.505.016)

Continuación del caso (A). Presenta de manera detallada y exhaustiva los aspectos jurídicos de la operación de compraventa: acuerdo de socios, acta de manifestaciones e indemnizaciones.

Segarra J.A.; 61 pages.

The Phone Corporation (A)

(M-1188-E - 0.505.024)

The Phone Corporation, a leading fixed-line phone operator in its market, is considering a profound change in its operating procedures based on segmenting its clients on the basis of their observed communication behavior. There are serious disagreements about how to segment the client base, which variables to use, how to interpret the results and how to use them in the market.

(Also available in Spanish.)

García D.; Segarra J.A.; 9 pages.

Atlético de Madrid: A Diary of Two Short Seasons in Hell

(M-1192-E - 0.506.007)

For the first time in its history, Atlético de Madrid, one of Europe's leading football clubs, found itself relegated to the Second Division. The organization desperately needed to rise to the challenge and design an effective marketing plan that would

relieve some of the looming difficulties: the slump in revenue, the blow to its reputation, the high opportunity cost, the foreseeable mass exodus of members and subscribers: in a word, the uncertainty about the club's future.

(Also available in Spanish.)

Martí C.; Segovia A.; Urrutia I.; 22 pages.

La retribución de los equipos de venta

(MN-353 - 0.506.003)

Esta nota técnica empieza analizando el contexto económico actual y las tendencias observadas en la dirección de equipos comerciales, tales como la "atomización de roles de venta" y la necesidad de reajuste casi permanente en los sistemas de retribución de vendedores. A continuación detalla las siete etapas del proceso de fijación de un sistema de retribución de vendedores. Y finalmente, termina aportando un conjunto de datos sobre cómo actúan realmente las empresas españolas en temas de retribución de vendedores. Estos datos proceden de varias encuestas llevadas a cabo por los profesores Cosimo Chiesa y Lluís G. Renart entre 1999 y 2003.

Renart L.G.; 10 pages.

Production, Technology and Operations Management

Simulador Sport Obermeyer - Ejercicio

(PE-64 - 0.606.033)

Este ejercicio permite durante el trabajo de equipo tomar las riendas de la planificación de la producción a lo largo de una de sus temporadas.

Ribera J.; 5 pages.

Occasional Papers

NOTE: Occasional papers may be consulted on the Internet at http://www.wapp.iese.edu/research/res_search_adv.asp?lang=en

OP-06/13 - July 2006

Xavier Vives

EL RETO DE LA COMPETENCIA EN EL SECTOR ELECTRICO

Abstract: El proceso de la liberalización en el sector eléctrico, así como en otras industrias de red, se basa en la idea de que la



University of Navarra

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competencia es fuente de eficiencia. En este artículo se abordarán las dificultades para introducir competencia en el sector eléctrico, su interacción con la regulación. Se planteará la especificidad del sector y las consecuencias que tiene para el mecanismo competitivo en los mercados mayorista y minorista. Entre las cuestiones subyacentes, se destacan: ¿Hasta qué punto es válido el análisis tradicional de competencia para el sector eléctrico? ¿Cuál es el impacto del grado de concentración en el mercado mayorista en la eficiencia? ¿Cómo influye el grado de integración vertical en el nivel de competencia? ¿Bajo qué condiciones es eficiente introducir competencia en la comercialización? ¿Cuál es el papel de la política de defensa de la competencia y cómo se relaciona con el regulador? ¿Cuáles son los factores que mitigan el poder de mercado? ¿Cómo se puede analizar si las fusiones van a ir en detrimento o a favor de la eficiencia productiva y el consumidor? ¿Es compatible el consumo a tarifa con la competencia en el mercado mayorista?

OP-06/14 - July 2006

Jordi Gual - Martin Hellwig - Anne Perrot - Michele Polo - Patrick Rey - Klaus Schmidt - Rune Stenbacka
UN ENFOQUE ECONOMICO DEL ARTICULO 82

Abstract: El presente informe defiende un enfoque económico del artículo 82, de manera similar a la modificación del artículo 81 y el control de fusiones. En concreto, defendemos un enfoque de la política de la competencia basado en los efectos, en vez de en la forma. Dicho enfoque se centra en la presencia de efectos anticompetitivos que perjudican a los consumidores, y se basa en el examen de cada caso concreto, a partir de un análisis económico sólido y fundado en los hechos.

OP-06/15 - July 2006

Xavier Vives
BANKING AND REGULATION IN EMERGING MARKETS: THE ROLE OF EXTERNAL DISCIPLINE

Abstract: (See page 9).

OP-06/16 - July 2006

Antonio Argandoña
VEINTE AÑOS DE ESTABILIZACION MACROECONOMICA

Abstract: El 1 de enero de 1986 entró en vigor el Tratado de Adhesión de España a las Comunidades Europeas (hoy Unión Europea). Su impacto sobre la economía, la política y la sociedad española ha sido formidable, y no sólo en los aspectos económicos. Este artículo se fija en los cambios que nuestra pertenencia a la Unión Europea ha tenido sobre la estabilización económica, es decir, sobre la inflación, el déficit público, la variabilidad del tipo de cambio y la competitividad exterior, a través de la política fiscal y de la política monetaria y cambiaria, principalmente. Se muestra cómo la entrada en vigor del Tratado de Adhesión aceleró y consolidó los esfuerzos estabilizadores iniciados en 1977, los objetivos que se tomaron en cada etapa de estos veinte años de historia, las medidas que se adoptaron, los éxitos y fracasos y, especialmente, los cambios experimentados por las políticas de estabilidad, en los últimos años, cuando España es ya miembro de la Unión Económica y Monetaria europea.

OP-06/17 - July 2006

Antonio Argandoña
ETHICS IN ECONOMICS AND IN ORGANIZATIONS: CAN THEY BE FULLY INTEGRATED?

Abstract: When he died, Professor Juan Antonio Pérez López (1934-1996) left a body of writing on decision and organization theory that represents a break with current scholarly thinking on these subjects. The purpose of this paper is to explain some of the most significant aspects of his theories, which we find precisely in his appeal to ethics as being what defines the actions of human beings, considered as individuals and as members of organizations. Pérez López used the anthropological conception underlying the ethics of Aristotle and Thomas Aquinas to build a solid base for that ethics, starting from the decision-making process. He then used that ethical base to point to the kind of action theory and organization theory that could most effectively assist the human development of people and organizations.
(Also available in Spanish.)

Research Newsletter

Editor: Silvia Jiménez, Research Division • Published: IESE Business School, University of Navarra, Av. Pearson 21 - 08034 Barcelona, Spain
Tel.: (+34) 93 253 42 00 / Fax: (+34) 93 253 43 43 • E-mail: silvia@iese.edu