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Revistas · Journals

SERRANO-FERNÁNDEZ, M.J., BOADA-GRAU, J., ROBERT-SENTÍS, LL., VIGIL-COLET, A., & ASSENS-SERRA, J. (2019)

PREDICTIVE POWER OF SELECTED FACTORS ON DRIVER STRESS AT WORK. *INTERNATIONAL JOURNAL OF OCCUPATIONAL SAFETY AND ERGONOMICS* 1-9.

Professional drivers are considered prone to health risks. For this reason we have conducted a predictive study to analyze variables that may be predictors of stress in driving. Participating in this study were 372 drivers (93.4% men, 6.6% women) recruited through non-probabilistic sampling. The aim of the study is to develop a prediction model for job stress in professional drivers using the following indicators: personality, impulsiveness, hardy personality, job, age, seat comfort, seat suspension, lumbar support and driving hours. We found that the variables with predictive power over driving stress were: commitment over relaxed driving ($\Delta R^2 = 0.101$; $\beta = 0.135$), danger prevention ($\Delta R^2 = 0.139$; $\beta = 0.342$) and fatigue and anxiety ($\Delta R^2 = 0.063$; $\beta = -0.227$); control over alertness and vigilance ($\Delta R^2 = 0.069$; $\beta = 0.278$); agreeableness over sensation-seeking ($\Delta R^2 = 0.047$; $\beta = -0.268$). In conclusion, driver stress can be predicted by certain variables. This study contributes to better understanding of driver stress and promotes safety at the wheel, thus helping to prevent traffic accidents.

SERRANO-FERNÁNDEZ, M.J., BOADA-GRAU, J., ASSENS-SERRA, J., BOADA-CUERVA, M., & VIGIL-COLET, A. (2019)

INFLUENCE OF PERSONALITY VARIABLES IN WORK CRAVING. *ANALES DE PSICOLOGÍA* 35, 506-513.

Recent studies have suggested a relationship between certain personality variables and work addiction. In the present work we conduct a predictive study of the background variables of work craving through the variables Impulsivity, Personality, Perfectionism, Self-esteem and Self-efficacy. The participants were 332 workers obtained by non-probability sampling. We used the SPSS 23.0 program. The results of the correlation analysis show positive and negative associations with the variables studied. The regression analysis determines the predictive capacity of variables Emotional Stability, Perfectionism and Self-esteem account for 24.40% of the variance of Feelings Generated by Work (WCS.FW). And the predictor variables Emotional stability and Self-esteem account for 14.0% of the Need to Work (WCS.NW). It can be concluded that Work craving can be predicted through certain variables (Emotional Stability, Perfectionism and Self-esteem). This research contributes to greater knowledge of work addiction. The results have important practical implications to work that should be considered for the appropriate strategic management of human resources within organizations. The most notable among these are the need to promote the enhancement of self-esteem and emotional stability.

SERRANO-FERNANDEZ, M.J., BOADA GRAU, J., GIL RIPOLL, M. C., VIGIL-COLET, A. (2019)

A PREDICTIVE STUDY OF ANTECEDENT VARIABLES OF PASSION TOWARDS WORK. *ANALES DE PSICOLOGÍA* 34, 490-495.

The aim of this study was to conduct a correlational-predictive study of the variables antecedents of workaholism. Participants were 513 workers (48.1% male, 51.9% female), obtained by a non-probability sampling. We used the FACTOR programs (version 7.2) and SPSS 20.0. The predictive power of variables like personality, Engagement, self-efficacy, ICO, life satisfaction and lifestyle on Passion is determined by work. The passion at work can be predicted as follows: The Passion Harmonious directly with Dedication variables, growth, physical activity, satisfaction with life and excessive responsibility, and inversely with the Force. While Obsessive Passion through excessive absorption variables and negatively Responsibility and the Satisfaction with life, openness to experience and kindness.

CLARKE, N., ALSHENALFI, N. , GARAVAN, T (2019)

UPWARD INFLUENCE TACTICS AND THEIR EFFECTS ON JOB PERFORMANCE RATINGS AND FLEXIBLE WORKING ARRANGEMENTS: THE MEDIATING ROLES OF MUTUAL RECOGNITION RESPECT AND MUTUAL APPRAISAL RESPECT. *HUMAN RESOURCE MANAGEMENT* 58, 397-416.

Supervisors human resources (HR) decisions have a significant impact on the employees they manage but have been found to be subject to bias. The upward influence tactics use by subordinates can play a role in this. We investigated the effects of seven upward influence tactics on supervisor job-performance ratings and the extent of subordinate flexible working arrangements (FWAs). Supervisors are often responsible for determining whether employees are granted FWAs. We posit an alternative theoretical mechanism by which upward influence tactics bring about their effects, mediated through two distinct types of respect, mutual appraisal respect and mutual recognition respect. We collected data from 389 matched supervisor–subordinate dyads, and found that both mutual appraisal respect and mutual recognition respect mediated relationships between several upward influence tactics and both job-performance ratings and FWAs. Our findings show that upward influence tactics affect the quality of the relationship between employees and their supervisors, specifically, these two forms of mutual respect. Further, both mutual appraisal respect and mutual recognition respect may explain why supervisors show favoritism to some subordinates over others, in reaching HR decisions in these areas.

GARAVAN, T., MCCARTHY, A., SHEEHAN, M., LAI, Y., SAUNDERS, M.N.K., CLARKE, N., CARBERY, R., & SHANAHAN, V. (2019)

MEASURING THE ORGANIZATIONAL IMPACT OF TRAINING: THE NEED FOR GREATER METHODOLOGICAL RIGOUR. *HUMAN RESOURCE DEVELOPMENT QUARTERLY* 30, 291-309.

We review the methodological rigor of empirical quantitative studies that have investigated the training and organizational performance relationship. Through a content analysis of 217 studies published in quality journals, we demonstrate significant validity threats (internal, external construct, and statistical conclusion validity) that raise questions about the methodological rigor of the field. Our findings suggest that the time is appropriate for a renewed methodological endeavor to understanding the relationship between training and organizational performance. We make specific recommendations to enhance methodological rigor and generate research findings that will enhance operationalization of theory, help researchers to make inferences about causality, and inform the decision-making of Human Resource Development (HRD) practitioners.

CLARKE, N., & HIGGS, M. (2019)

POLITICAL SKILL AND ROLE OVERLOAD AS ANTECEDENTS OF INNOVATIVE WORK BEHAVIOUR IN THE PUBLIC SECTOR. *PUBLIC PERSONNEL MANAGEMENT* (IN PRESS)

We draw upon the theory of Conservation of Resources (COR) in positing political skill and role overload as influencing perceptions of either resource loss or conservation not previously studied in innovative work behavior. Based on a survey of 249 junior doctors in the United Kingdom, we found that role overload not only had direct positive effects on innovative work behavior but also negatively affects innovative work behavior, mediated through its effects on perceived organizational support. Political skill was positively associated with innovative work behavior, mediated through role-breadth self-efficacy. Our findings support a growing body of literature suggesting that engaging in innovative work behavior is a problem-focused coping strategy to deal with job demands and stressors. Current theorizing that job demands can have positive effects on innovative work behavior needs to be reconsidered given alternative negative effects suggested by COR.

BRANDON-JONES, A., KNOPPEN, D. E. F., (2018)

THE ROLE OF STRATEGIC PURCHASING IN DYNAMIC CAPABILITY DEVELOPMENT AND DEPLOYMENT: A CONTINGENCY PERSPECTIVE. *INTERNATIONAL JOURNAL OF OPERATIONS AND PRODUCTION MANAGEMENT*, 38(2), 446-473.

This paper reports on research into the impact of two sequential dimensions of strategic purchasing – purchasing recognition and purchasing involvement – on the development and deployment of dynamic capabilities. We also examine how such dynamic capabilities impact on both cost and innovation performance, and how their effects differ for service as opposed to manufacturing firms. We test hypotheses using structural equation modelling of survey data from 309 manufacturing and service firms. From a dynamic capability perspective, our analysis supports the positive relationships between purchasing recognition, purchasing involvement, and dynamic capability in the form of knowledge scanning. We also find support for the positive impact of knowledge scanning on both cost and innovation performance. From a contingency perspective, data supports hypothesized differences caused by industry, whereby service-based firms experience stronger positive linkages in our model than manufacturing-based firms. Finally, emerging from our data, we explore a re-enforcing effect from cost performance to purchasing involvement, something that is in line with the dynamic capabilities perspective but not typically addressed in Operations Management (OM) research. Our research offers a number of theoretical and managerial contributions, including (1) being one of a relative few examples of empirical assessment of dynamic capability development and deployment; (2) examining the enablers of dynamic capability in addition to the more commonly addressed performance effect; (3) assessing the contingency effect of firm type for dynamic capabilities; and (4) uncovering a return (re-enforcing) effect between performance and enablers of dynamic capabilities.

JANJEVIC, M., KNOPPEN, D. E. F., WINCKENBACH, M. (2019)

INTEGRATED DECISION-MAKING FRAMEWORK FOR URBAN FREIGHT LOGISTICS POLICY-MAKING. *TRANSPORTATION RESEARCH PART D*.

The urban freight logistics policy-making process takes place in a complex environment and presents numerous challenges, such as difficult trade-offs between the objectives of various stakeholders, unclear problem ownership, and a lack of data on and awareness of urban freight issues. Furthermore, the complex interactions and power dynamics between different stakeholders introduce additional difficulties when attempting to predict the effects of different policies. In this study, we extend the current perspective on urban logistics decision-making by adopting a Complex Adaptive System (CAS) perspective. This allows us to better interpret the behaviors of urban logistics stakeholders and elucidate some of the most pressing challenges encountered in urban logistics policy-making. Building on the extant urban logistics and CAS literature, we establish an integrative decision-making framework that aims at increasing the success of urban logistics policies. Finally, we apply our framework to a case study in order to illustrate the operationalization of the proposed CAS perspective in an empirical setting on urban logistics policy-making.

LUZZINI DAVIDE (2018)

DEPLOYING ENVIRONMENTAL MANAGEMENT ACROSS FUNCTIONS: THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE MANAGEMENT AND GREEN SUPPLY CHAIN MANAGEMENT. *JOURNAL OF BUSINESS ETHICS*, 151(4).

Balancing environmental, social, and economic performance is today considered a key responsibility that firms have toward society. As a result, academics, practitioners, and political decision makers are increasingly paying attention to environmental management systems improving a full spectrum of environmental performance. In that regard, even if recent literature suggests that environmental management should be deployed through a cross-functional approach, extant literature mostly focuses on independent functional systems. This paper addresses this gap investigating how the deployment of environmental management in the human resource function—adopting green human resource management (GHRM) practices—and the supply chain function—adopting green supply chain management (GSCM) practices—impact on environmental and financial performance. We draw from a multiple-respondent survey of human resource and supply chain managers in multiple industries in Italy. The study suggests that GHRM and GSCM impact on both environmental and financial

performance and shows that GHRM and GSCM exert those impacts in a joint fashion. Indeed, our results show that GSCM plays a mediating role in the relationship between GHRM and performance. Overall, our results provide researchers and managers with relevant insights into the cross-functional deployment of the environmental values and principles across functions.

MIEMCZYK, J., LUZZINI, D.G.M (2019)

ACHIEVING TRIPLE BOTTOM LINE SUSTAINABILITY IN SUPPLY CHAINS: THE ROLE OF ENVIRONMENTAL, SOCIAL AND RISK ASSESSMENT PRACTICES. *INTERNATIONAL JOURNAL OF OPERATIONS AND PRODUCTION MANAGEMENT (IN PRESS)*

Companies are increasingly challenged by sustainability-related supply chain risks. Research has developed linking supply chain sustainability priorities, practices and triple bottom line performance; however, risk is rarely included in these models. The purpose of this paper is to understand the link between sustainable supply chain strategies, practices and performance, and to test the importance of risk management practices in this relationship focusing on the product category level. The paper includes a survey of supply managers in four countries with 305 responses, with a focus on upstream supply chain strategies at the product category level. The environmental and social sustainability strategies lead to sustainable supply sustainable performance, through focused practices in either area, but the effect on operational and cost performance is not significant. Social supply chain strategies positively impact environmental and cost performance when mediated by risk assessment practices. This paper shows a more nuanced view of the impact of supply chain practices on the strategy–performance link. It is one of the first papers to empirically test the role of risk practices in sustainable supply chain management and emphasize the importance of alignment across the main dimensions of sustainability to achieve positive sustainable performance outcomes, but not necessarily cost and operational performance. Unlike other studies, social sustainability priorities may positively impact environmental and social performance and is linked to cost advantage when implemented with risk assessment practices.

PATRUCCO, A., MORETTO, A., RONCHI, S., LUZZINI, D.G.M. (2019)

ORGANISATIONAL CHOICES IN PUBLIC PROCUREMENT: WHAT CAN PUBLIC MANAGEMENT LEARN FROM THE PRIVATE SECTOR? *LOCAL GOVERNMENT STUDIES (IN PRESS)*

In the public context, the efficient and effective management of procurement activities has a crucial impact on the achievement of operational and broader government objectives. In particular, the potential contribution of procurement within local governments has been broadly recognized, and organisational procurement choices represent a strategic aspect that must be managed to contribute to these objectives. Through the analysis of data on 371 Italian municipalities, this paper discusses how to design procurement organisation variables for local governments. Three possible organisational models are identified (i.e., authoritative procurement, silo procurement, and local procurement) and discussed from the perspective of internal and external contingencies that may affect organisational decisions.

GASTALDI, L., RADAELLI, G., LETTIERI, E., LUZZINI, D.G.M., CORSO, M (2019)

PROFESSIONALS' USE OF ICT IN HOSPITALS: THE INTERPLAY BETWEEN INSTITUTIONAL AND RATIONAL FACTORS. *INTERNATIONAL JOURNAL OF TECHNOLOGY MANAGEMENT*

This study gathers novel evidence on the interplay between the organisational and the individual mechanisms that affect the continued use of Electronic Medical Record (EMR) in hospitals. Our model integrates mechanisms inspired by both Institutional Theory (i.e., organisational expectations, change culture and alignment of meaning systems) and Technology Acceptance Models (i.e., perceived usefulness and ease of use). Tested on hospital professionals, our results point out the predominant role played by rational, individual-level mechanisms and the interplay with organisational expectations, as the only institutional factor that affects the continued use through both direct and mediate relationships.

MANGANELLI, G. (2019)

REVERSE PAYMENTS AND RISK OF BANKRUPTCY UNDER PRIVATE INFORMATION. INTERNATIONAL JOURNAL OF THE ECONOMICS OF BUSINESS.

In the pharmaceutical industry, a reverse payment (pay-for-delay) is a payment from an originator to a generic producer to delay her entry. In some recent cases the US and the EU Antitrust Authorities have banned these agreements per se, while in others they have used a rule of reason. This paper analyzes their dynamic effects and shows that a ban per se may reduce consumer surplus when the generic may go bankrupt and her financial situation is private information. Reverse payments are more beneficial when competition among few players is soft, the economy is in a downturn, and the period of drug usage after patent expiry is long. Results suggest that a rule of reason is more suited than a ban per se.

MORALES, C., HOLTSCHLAG, C., MARQUINA, P., MASUDA, A.D (2018)

IN WHICH CULTURAL CONTEXTS DO INDIVIDUAL VALUES EXPLAIN ENTREPRENEURSHIP? AN INTEGRATIVE VALUES-FRAMEWORK USING SCHWARTZ'S THEORIES. *INTERNATIONAL SMALL BUSINESS JOURNAL*

Answering research calls for better contextualizing entrepreneurial behavior, we examine the cultural contexts in which individuals with entrepreneurial values (Schwartz' self-enhancement- and openness-to-change values) are most likely to be entrepreneurs. Culture is assessed through Schwartz' cultural dimensions of mastery and egalitarianism. The results of multilevel logistic regressions with more than 35,000 respondents nested in 28 countries in Europe support the hypotheses that individual values are more important for explaining entrepreneurship in non-entrepreneurial cultures (low in mastery and egalitarianism).

CAMPBELL, C., SANDS, S., FERRARO, C., TSAO, HY, MAVROMMATIS, A (2019)

FROM DATA TO ACTION: HOW MARKETERS CAN LEVERAGE AI. *BUSINESS HORIZONS, special issue,33*.

Artificial Intelligence (AI) is at the forefront of a revolution in business and society. AI is affording brands a host of benefits to better understand, predict, and engage customers. Within marketing, AI's adoption is increasing year-on-year, from providing service assistance during customer interactions to assisting in the identification of optimal promotions. However, at a macro level, questions remain unanswered with regard to a range of issues, including job automation, ethics, systems, and corporate responsibility. Likewise, unanswered questions remain with regard to AI's adoption within the marketing domain. With this article, we make steps toward unlocking the potential of AI by consolidating the growing body of knowledge about AI in marketing. We provide marketers insights on the opportunities and applications of AI to enhance the marketing function across nine stages of the marketing planning process. In doing so we also provide illustrative examples of current applications of AI in marketing.

SALES PARDO, X. (2019)

A PROPOSED METHODOLOGY FOR EVALUATING THE QUALITY OF PERFORMANCE MANAGEMENT SYSTEMS. TO APPEAR IN PACIFIC ACCOUNTING REVIEW

The aim of the article is to develop a methodology for evaluating the quality of an organization's performance management system. The article presents a theoretical development based in extant literature, using a field study to illustrate the application of the methodology in assessing the quality of the performance management system of the case company. A methodology for assessing the coherence and consistency of the elements of organizations' performance management systems, It requires its use by practitioners and researchers assessing the performance management systems of organizations to assess further implications. The tentative application of the methodology suggests that it provides a helpful tool for practitioners and researchers to assess the functionality of systems in place and to identify opportunities for improvement. The methodology overcomes the two limitations of previous studies. First, it uses a holistic approach and does not focus on specific tools, and second, it assesses the quality of the system, not from future company results that might be influenced by other variables, but from the consistency and alignment of the elements of the system.

LECHNER, C., SORTHEIX, F. M., OBSCHONKA, M., SALMELA-ARO, K. (2018)

WHAT DRIVES FUTURE BUSINESS LEADERS? HOW WORK VALUES AND GENDER SHAPE YOUNG ADULTS' ENTREPRENEURIAL AND LEADERSHIP ASPIRATIONS. TO APPEAR IN JOURNAL OF VOCATIONAL BEHAVIOR, 107, 57-70.

Who wants to become a business leader? We investigated whether young adults' work values (i.e., the importance placed on different job characteristics and rewards) predict their entrepreneurial aspirations (i.e., the intention to create a venture) and leadership aspirations (i.e., the intention to become a leader in a business context). Furthermore, we illuminated whether gender differences in work values contribute to the pervasive gender gap in these aspirations. Analyses in a sample of young adults from Finland (N = 1138) revealed that a higher importance placed on extrinsic rewards and a lower importance placed on security at age 21 predicted higher entrepreneurial and leadership aspirations at age 27 over and above personality, motivational, and sociodemographic factors. Additionally, a higher importance placed on social/interpersonal rewards predicted lower entrepreneurial but higher leadership aspirations; and a higher importance placed on autonomy predicted higher entrepreneurial aspirations. Gender differences in work values explained a substantial share of the gender gap in entrepreneurial and leadership aspirations. Here, men's higher endorsement of extrinsic rewards and lower endorsement of security proved most critical. These findings suggest that work values are implicated in shaping young people's aspirations to business leadership and contribute strongly to the gender gap therein.

VIARDOT, E. (2019)

INTERNAL AND EXTERNAL FINANCING OF INNOVATION: SECTORAL DIFFERENCES IN A LONGITUDINAL STUDY OF EUROPEAN FIRMS. EUROPEAN JOURNAL OF INNOVATION MANAGEMENT.

Successful innovation requires a significant financial commitment. We therefore investigate the relation between internal and external financing and the degree of innovation in European firms. We carry out an empirical investigation using a longitudinal data set including 146 large, quoted, European firms over ten years, resulting in 1460 firm years. We find that only firms in the energy sector will be more innovative when they are profitable. For the sectors of basic materials, manufacture, and construction, services, financial and property services, and technology and telecommunications, profitability is negatively related to innovation. External financing in the form of debt reduces the focus on innovation in profitable firms. We analyze the findings through the lens of evolutionary economics. The model is not valid for firms in the consumer goods sector, which indicates a need for adapting the model to each sector. We conclude that the impact of profitability on innovation varies across sectors, with debt financing as a moderating factor. To best of our knowledge, this is the first study analyzing internal and external financing and the degree of innovation in European firms on a longitudinal basis

Conferencias y seminarios · Conferences and Seminars

COHANIER, B., BAKER, R. C. (OTHER)

"Investigating "paternalism" as a long-term component of a management control system", Academy Of Management - Management Consulting Section, IAE de LYON, University Lyon III, Lyon, France (June 14, 2019)

COHANIER, B.

"The Evolution of Management Control", IAE de LYON, University Lyon III, Lyon, France (June 13, 2019)

COLL, JOSEP M^a

"Evaluation for transformative change: the case of the United Nations Population Fund", IDEAS International Conference, Czech Republic (October 2019)

"Wise Cities and the Universal Basic Income", Korea Basic Income Conference, South Korea (May 2019)

DI FRANCESCO, R. M.

"Optimal in-store fulfillment policies for online orders in an omnichannel environment", POMS, Washington (May 2019)

"Buyback and risk sharing contracts to mitigate the supply and demand disruption risks", POMS, Washington (May 2019)

GARRIGA COTS, E.

"A New Understanding of Stakeholder Value Creation and Value Destruction", Academy of Management, Chicago (10-14 August 2018)

KNOPPEN, D

"Realising genuine sustainability: Dynamic capabilities of Born Sustainable Firms", EURAM, Lisbon (26-28 June 2019)

LUZZINI, D

"Social impact supply chain management: insights from migrants' integration", EURAM, Lisbon (26-28 June 2019)

"Social impact supply chain management: Relationship management approaches in presence of institutional complexity", POMS Granada (October 2018)

MASUDA, A

"The indirect effects of gender on salary: The role of work values and salary goals", 8th International Conference of Work and Family, Barcelona, Spain (July 1-2, 2019)

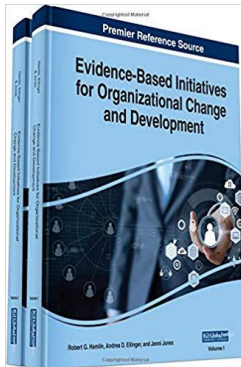
SINGH, J.J; GOVIND, R; GARG, N

"Does it Hurt or Protect? The Effect of Consumers' Affective Commitment on (Un)Ethical Behavior Toward Transgressing Brands", Asia Pacific ACR Conference, Ahmedabad, India (January 10-12, 2019)

Libros y capítulos de libros · Books and Book Chapters

CLARKE, N., & HIGGS, M. (2019)

EMPLOYEE PARTICIPATION IN CHANGE PROGRAMS IN HAMIN, R. & ELLINGER, A. (EDS.) EVIDENCE-BASED INITIATIVES FOR ORGANISATIONAL CHANGE AND DEVELOPMENT. ISBN: 978-1522561552



This chapter aims to assist those responsible for implementing change to think more about how employee participation or involvement is undertaken during the change process. The chapter starts by providing an overview of the theoretical explanations as to why employee participation in change management is important. The authors then examine the nature of employee participation in three organizations undertaking major culture change programs, each using a different change intervention. They present three case studies that show how the context surrounding the change (comprising drivers, intervention, approach to change, and change levers) influenced the characteristics of employee participation in the change process. They conclude by emphasizing the significance of examining change agents' intervention methodology as a contextual factor to understand better the experience of culture change programs. The key message is that employees' experiences of participation influence their perceptions on the effectiveness of this type of change.

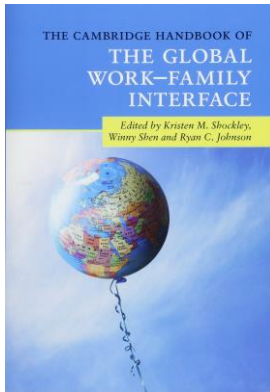
VAZ DE CARVALHO, P. & CLARKE, N. (2019)

APPLIED THEATRE: A NOVEL TECHNIQUE FOR HELPING ORGANISATIONS TO MANAGE CHANGE. IN HAMIN, R., & ELLINGER, A. (EDS.) EVIDENCE-BASED INITIATIVES FOR ORGANISATIONAL CHANGE AND DEVELOPMENT. ISBN: 978-1522561552

This chapter describes applied theatre as an innovative and novel intervention for helping individuals and organizations to manage change. Applied theatre engages participants to understand their emotional responses to change and how they might respond more effectively to it. These processes are discussed through the legacy of Aristotle's ideas on emotional participation and Boal's Forum Theatre on engagement with groups and their empowerment. After a brief introduction to applied theatre methodology, the chapter presents key insights from interviews with five directors of applied theatre that highlight how they use their skills and competence in emotional awareness and emotional management in order to shape the emotional states of participants and achieve learning to cope with change. Finally, the authors highlight recent studies suggesting applied theatre can have positive impacts within a broad array of settings.

MASUDA, ALINE (2018)

SCHWARZ VALUES: IMPLICATIONS FOR GLOBAL WORK FAMILY RESEARCH IN THE CAMBRIDGE HANDBOOK OF THE GLOBAL WORK-FAMILY INTERFACE. IN THE CAMBRIDGE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY SERIES. ISBN: 978-1108401265



In this chapter we will encourage work-family scholars to examine cultural value orientations when studying the work family interface. First we describe Schwartz's (2006) theory of cultural value orientations and how it differs from other theories of culture (e.g. Hofstede theory, and Inglehart). Second, we describe a culturally sensitive theoretical framework based on previous theory of work-family conflict and work family enrichment (Powell et al. 2009). In this model, we propose how cultural value orientations may influence work family enrichment and conflict, two important constructs that captures both the positive and negative side of the work family interface. Finally, we propose a research agenda for future research examining the role of cultural value orientations on the work family interface.

MAVROMMATIS, A; BURMICKY, M (2018)

"DESIGUAL: MANAGING A MULTICHANNEL CUSTOMER EXPERIENCE FROM A CUSTOMER PERSPECTIVE" IN ULF JOHANSSON LUND UNIVERSITY (ED) THE PHYSICAL STORE OF THE FUTURE. DIGITALISATION, EXPERIENCES AND SUSTAINABILITY.



The Centre for Retail Research at Lund University is an interdisciplinary research center with a focus on the retail sector. The centre and the Swedish Retail and Wholesale Council launched a joint publication called The Future Physical Store. The book is based on three workshops that we held in 2017 on the future of the physical store, and focuses on three areas: digitalisation, experiences and sustainability.

PONTI, F; BORTAGARAY, M; ABELE, A (2019)

**FREE BRAIN. ESTRATEGIAS INTELIGENTES PARA LIBERAR TU CREATIVIDAD
AMAT EDITORIAL. ISBN: 9788497354745**



Este libro nos explica cómo volver a creer en nuestras capacidades creativas y recuperar las buenas sensaciones que jamás deberíamos haber perdido. Apoyado en los más recientes descubrimientos en neurociencias, expone las bases de la actitud creativa y propone estimulantes ejercicios para desbloquear nuestro potencial creativo. Además, el libro pone al descubierto los secretos para una alimentación que cuide nuestro cerebro, uno de los motores de la creatividad y la innovación, y hace un recorrido por diversas técnicas y herramientas de yoga, visualización y meditación, cuyo impacto en la creatividad ha sido comprobado científicamente.

CHEN B; BREM, A; VIARDOT, E; WONG, P.K (2019)

**THE ROUTLEDGE COMPANION TO INNOVATION MANAGEMENT. EDITOR: ROUTLEDGE. ISBN
9781138244719**



Innovation contributes to corporate competitiveness, economic performance and environmental sustainability. In the Internet era, innovation intelligence is transferred across borders and languages at an unprecedented rate, yet the ability to benefit from it seems to become more divergent among different corporations and countries. How much an organization can benefit from innovation largely depends on how well innovation is managed in it. Thus, there is a discernible increase in interest in the study of innovation management. This handbook provides a comprehensive guide to this subject.

The handbook introduces the basic framework of innovation and innovation management. It also presents innovation management from the perspectives of strategy, organization and resource, as well as institution and culture. The book's comprehensive coverage on all areas of innovation management makes this a very useful reference for anyone interested in the subject.

DOCTORADOS

ASSENS, JORDI (2018)

Cultura Organizacional: Una investigación psicométrica, predictiva y transcultural, en empresas españolas y latinoamericanas.

La cultura organizacional es un concepto muy relevante en investigación, sin embargo, se sabe muy poco acerca de qué variables pueden predecir la presencia de los diferentes tipos de cultura. La literatura académica apunta a la influencia de unas variables intrínsecas, que son causadas por los líderes y otras variables extrínsecas que se originan en el entorno empresarial.

En esta investigación hemos realizado dos estudios. En el primero, hemos adaptado al castellano el cuestionario *Organizational Culture Assessment Instrument* (OCAI, Cameron & Quinn, 2006), analizando su estructura interna, fiabilidad y validez. En el segundo, hemos analizado qué variables intrínsecas y extrínsecas pueden predecir la presencia de los diferentes tipos de cultura.

Hemos hecho los dos estudios con una submuestra española ($n_1 = 246$) y una submuestra latinoamericana de directivos de empresas ($n_2 = 510$). En el primer estudio, la adaptación del OCAI ha sido realizada con Análisis Factorial Exploratorio (AFE) utilizando la muestra española y Análisis Factorial Confirmatorio (AFC) con la muestra latinoamericana. En el segundo estudio, hemos utilizado regresiones múltiples por pasos escogiendo como variables dependientes los tipos de cultura y como variables independientes, diversas escalas intrínsecas y extrínsecas.

Los resultados obtenidos indican que el AFE reduce la estructura interna del OCAI de cuatro a tres factores. El AFC conserva las culturas *Clan*, *Market* y *Hierarchy*, reduciendo en cada una los ítems de seis a cuatro. Las fiabilidades van desde .74 a .87. También hemos encontrado diversos indicios de validez. La cultura *Ad-hoc*, sin embargo, ha quedado excluida. En el segundo estudio encontramos que las tres culturas retenidas pueden ser predichas con las variables intrínsecas, mostrando las varianzas explicadas unos valores que oscilan entre el 11% y el 35%. Sin embargo, contrariamente a lo esperado, las variables extrínsecas prácticamente no tienen capacidad predictiva sobre la presencia de las culturas.

BRUGAROLAS CARLES (2019)

Un nuevo constructo: Business Problem Solving Style, su medida y sus implicaciones en el rendimiento académico para los estudiantes de estudios de negocios.

El objetivo de esta tesis es doble: Por un lado, determinar cómo el estilo de resolución de problemas de negocio predice el rendimiento académico. Por el otro lado, averiguar si el estilo de resolución de problemas de negocio puede evolucionar al estilo más efectivo, tras un año académico de entrenamiento en la resolución de problemas en situaciones de negocios de manera efectiva.

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L'Econòmic, 09/12/2018

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Diari de Tarragona, 10/03/2019

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"Psicocreatividad", Universitat Autònoma de Barcelona, Barcelona, 5/11/2018

"Creativitat i innovació, les noves eines del futur", Jornadas Cadena SER, auditorio AXA, Barcelona, 26/11/2018

"Design Thinking i innovació disruptiva", Petita i Mitjana Empresa de Catalunya, Barcelona, 29/11/2018

"Bases neurocientíficas de la creatividad", Universidad Autónoma de Madrid, 25/03/2019

"La nueva revolución en el management", Universidad de Almería, 29/03/2019

"Design Thinking, de las ideas a los resultados", FARMATODO, Caracas, 15/06/2019

"Empresas teal: autogestión, plenitud y propósito evolutivo", Asociación para el Progreso de la Dirección, Barcelona, 9/07/2019

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"Customer centricity", Infarma, 22/03/2019

Estudios e informes · Studies and Reports

COSTA, RAMON (2018)

EADA Business School y CENTRUM Católica Graduate Business School han presentado el **PRIMER ESTUDIO NIVEL DIGITAL DIRECTIVO EN PERÚ**. La principal conclusión es que la dirección general lidera tímidamente la transformación digital de las empresas peruanas (sólo lo hace un 35%). Así se desprende del estudio realizado a partir de una encuesta a unos 500 directivos de diferentes sectores y empresas de Perú, que constata la incorporación de nuevas tecnologías desde un punto de vista operativo, no tanto estratégico. Prueba de ello es que un 45% de compañías peruanas todavía no ha construido un entorno seguro de intercambio de información y transacciones en relación con clientes y proveedores.

La transformación digital ha dejado de ser una competencia directa de los departamentos de Marketing, TIC o Recursos Humanos y ha pasado a depender de Dirección General. Según el **TERCER INFORME NIVEL DIGITAL DIRECTIVO EN ESPAÑA** de EADA, el 54% de las organizaciones delega en el director general el liderazgo de la transformación digital. El estudio, realizado en base a una encuesta respondida por 400 directivos de diferentes sectores y tamaños de empresa, constata un cambio de tendencia significativo en los tres últimos años, en que los avances tecnológicos han forzado a las empresas a considerar esta cuestión como algo absolutamente estratégico.

Hace tres años, las compañías percibían que lo digital era, en buena medida, equivalente al marketing digital. De hecho, era esta área la que lideraba la transformación digital en la compañía (36%), seguida de la de Business & Technology (27%), con una visión fundamentada en aplicaciones y plataformas.

COSTA, JORDI; ICSA (2019)

Los salarios en España siguen estancados a pesar de la recuperación económica de los últimos años, con incrementos del PIB por encima del 3%. Así se desprende del **12º INFORME EVOLUCIÓN SALARIAL 2007-2018** elaborado por EADA e ICSA Grupo –consultora de Recursos Humanos con una dilatada experiencia en selección de directivos– a partir de una muestra que recoge datos salariales de más de 80.000 empleados por cuenta ajena en España. Según el estudio, el salario medio bruto de los empleados españoles se situó en 2018 en los 22.819 euros, lo que representa sólo un 0,11% más respecto a 2017 (26 euros adicionales). Los directivos y mandos intermedios registraron un leve aumento del 2'5%. En el caso de los primeros, el salario medio bruto anual fue de 81.059 euros, un 2,48% más que en 2017 (1.962 euros adicionales). Los segundos cobraron de media 41.507 euros, un 2,65% más (1.072 euros adicionales). Esta situación es la que se viene repitiendo en los últimos años. Durante el periodo 2007-2018, directivos y mandos intermedios han conseguido mantener su poder adquisitivo, registrando un diferencial positivo del 1,18% y del 2,46% respectivamente, con una inflación acumulada del 16,8%. En este mismo periodo, los empleados han perdido un 0,3% de poder adquisitivo.

Jordi Costa, autor del estudio y director del Postgrado en Relaciones Laborales Estratégicas y Compensación, Programa en Relaciones Laborales Estratégicas y Programa en Compensación Integral de EADA, ha asegurado que “las empresas no han redistribuido sus beneficios entre sus empleados ni han explorado nuevos modelos de flexibilidad retributiva relacionados con la conciliación laboral y familiar, flexibilidad horaria, formación o tickets restaurante o de guardería”. Y ha añadido: “Es un error el café para todos, es decir, el mismo salario según un rol profesional o área concreta. Las empresas deberían revisar los salarios de cada uno de sus empleados en base a lo que aportan a la productividad de la empresa”.

MAVROMMATIS, ALEXIS; RETAIL.CAT (2019)

Con el objetivo de conocer el papel que tendrá el retail en las ciudades del futuro se ha presentado en EADA el estudio **THINK TAN RETAILcat**, elaborado por RETAILcat –entidad que representa a 40.000 establecimientos comerciales repartidos por toda Cataluña– con la participación de profesores de EADA. El informe plantea los principales retos del retail en la ciudad en 2030 desde tres perspectivas: el nuevo rol del vendedor, el nuevo planteamiento de punto de venta y los nuevos hábitos de consumo.

MASUDA, ALINE; ICSA (2019)

El porcentaje de mujeres en los programas ejecutivos de EADA alcanza ya el 50%. Concretamente, 482 de los 963 titulados de los diferentes programas de formación directiva en EADA durante el 2018 fueron mujeres. De hecho, en los últimos 6 años la cifra no baja del 45% (ver gráfico) sobre una muestra de más de 6.700 participantes. El dato contrasta con el porcentaje de presencia femenina en puestos directivos, que es en la actualidad del 15,4%, según el **13º Informe ‘Talento femenino 2019’** DIFERENCIAS SALARIALES Y CUOTA DE PRESENCIA FEMENINA que publican anualmente la consultora ICSA Grupo y EADA.

La conclusión es que la reducida presencia femenina en puestos de responsabilidad no está asociada a su falta de preparación, puesto que ya representan más del 50% de la participación en formación directiva en sus diferentes programas (Master of Science, MBAs, y Executive Education).

VIARDOT, ERIC (2018)

THE REORGANISATION OF SIEMENS AG

This case study is set in 2017. It deals intensively with the “Vision 2020” plan that the CEO Joe Kaeser introduced in 2013 as a response to problems within the company, and analyses the individual steps of the strategy. It begins with a description of Siemens’ historical strategy, and then describes in detail the steps that were addressed in “Vision 2020”. In the second stage, the study addresses how Siemens’ management tackled those issues, and evaluate them. In the final stage, I provide some ideas and recommendations on how to keep momentum and address future challenges. Students should thereby understand and learn how processes in a conglomerate like Siemens work, and how to connect them strategically.

KNOPPEN, DESIREE; VILLA KONG, RENZO (2019)

WORLD CENTRIC: CONVERTING WASTE IN VALUE THROUGH COMPOSTING

Born in 2004 in Palo Alto, California, World Centric was a company dedicated to the development and commercialization of compostable products to be used as disposable kitchen utensils and food packaging by the food service industry. The founder, Aseem Das, evaluated the feasibility of changing the company’s current outsourcing production model, concentrated in Asian suppliers, to work instead with local suppliers. Therefore, he had to evaluate the advantages and disadvantages of such change in the supply chain, just as the feasibility of implementation, in order to make the best decision for the company.

Notas técnicas · Technical Notes

KNOPPEN, DESIREE; LUZZINI, DAVIDE (2018)

SUPPLY CHAIN MANAGEMENT: THE KEY CONCEPTS AND FRAMEWORKS

In this note we provide a holistic definition of supply chain management (SCM), its key processes and related practices. Starting with an introduction about the historical evolution of the discipline and the contemporary meaning of SCM, we introduce the main strategies that can align the supply chain to the corporate strategy and the characteristics of demand and supply. We discuss how to achieve inter-organizational coordination and supply chain integration. We specifically discuss the upstream and downstream side of supply chains, analysing the relevance of purchasing and supply management on the one hand, and the value/cost associated to distribution network design on the other. Finally, we provide an in-depth discussion of sustainability implications for current supply chains, introducing the triple-bottom-line and circular economy perspectives.

SALES, XAVIER (2018)

RELEVANT INFORMATION FOR MAIN FINANCIAL DECISIONS

This technical note covers the key aspects related to costs when making business decisions involving cost analysis. In general terms, when making decisions, only information that relates to the future and that is different between alternative options will be relevant, we must also balance timelessness and accuracy. The note explains how to approach important business decisions such as: accept or reject a special order, make or buy, discontinue a product or department and, price setting.

PONTI, FRANC (2019)

GESTION DE CONFLICTOS EN SITUACIONES LIMITE

Esta nota técnica resume algunas de las técnicas más reconocidas para gestionar conflictos en situaciones límite (amenazas, extorsiones, huelgas salvajes, secuestros, etc.). A partir de las más recientes aportaciones de la neurociencia y la conflictología se exponen diversos métodos útiles para salir airoso de conflictos como la Empatía 123, las Preguntas calibradas, el Etiquetado emocional, la Comunicación No Violenta (CNV), etc. El lector encontrará algunos ejemplos aplicados a situaciones extremas que le permitirán situa cada técnica en un contexto real.

Noticias Institucionales · Institutional news

EADA Business School obtuvo el primer premio en la **14ª edición del CFA Institute Research Challenge** celebrada el pasado 28 de febrero en la Bolsa de Madrid. Se trata de uno de los concursos de análisis financieros más importantes que organiza y gestiona la CFA Society Spain y en el que participan las mejores escuelas de negocios. Tras varios años clasificándose en el Top 3, EADA consiguió alzarse con la victoria. El equipo ganador está formado por cinco participantes del International Master in Finance: Frederik Hünnekens (Alemania), Jon Haukur Jonsson (Islandia), Jiawen Liu (China), Iryna Krepchuck (Bielorrusia) y Adarsh Motwani (India). También participó en la final otro equipo de EADA, formado por cinco participantes del Master in Finance y del International Master in Accounting & Financial Management. Aunque no tuvo la misma suerte que sus compañeros, sí consiguió clasificarse en la disputada final junto a otros 7 equipos.

Más de 60 personas relacionadas con el sector **Healthcare** asistieron el 16 de abril a la mesa redonda “Crecer en el sector de complementos alimenticios. Factores de éxito”, la cuarta organizada conjuntamente por el Instituto Consumer Healthcare (ICH) y EADA Business School.

Responsables de compañías como Seat, Lidl, Uterqüe o RB expusieron sus iniciativas punteras en ámbitos como la formación, la conciliación, la atracción del talento o la potenciación del compromiso de los empleados en la **HR Conference Top Employers**. Más de 100 responsables de Recursos Humanos se dieron cita en este encuentro celebrado en las instalaciones de EADA Business School en Barcelona el pasado 13 de junio.

EADA Business School ha llegado a un acuerdo de colaboración con la **Asociación de Marketing de España**, asociación profesional que agrupa a casi mil socios entre empresas, directivos y profesionales de marketing. Es la asociación más importante del sector a nivel estatal cuyo objetivo es contribuir al desarrollo de la cultura del marketing en empresas e instituciones y facilitar el networking entre sus profesionales. Esta colaboración permitirá a EADA impartir cursos de formación o seminarios y organizar conjuntamente eventos, jornadas y congresos. Ambas instituciones compartirán sinergias en trabajos de investigación, estudios y publicaciones de interés común, además del apoyo mutuo y de compartir información y asesoramiento.

The **Research Group on Performance Measurement and Management (RPMM)** is a joint research initiative between EADA Business School, Barcelona & Aston Business School, Birmingham. It is an informal research collective bringing together researchers, twice a year (19-20 June; 12-13 December 2019), whose goal is to advance knowledge on the multidisciplinary and multidimensional aspects of performance measurement and management.

The RPMM is the result of a desire for collaboration between both junior and senior researchers from different disciplines and international institutions on a relevant and unifying theme, which they can occasionally debate in a relaxed albeit serious setting.

The RPMM specializes in various kinds of research on the design and the development of performance measurement and management systems. The goal of the research team is to help organizations understand and (if possible) improve their performance systems and practices through scientifically founded research. More specifically, the activity of RPMM intends to rely on the development of international research teams using multiple methodologies and research methods to gather and analyse data among local industry partners and contribute to both academic research and industry practice.

The activity of the RPMM also intends to foster academic partnership, including PhD co-supervision and research exchange. By combining the rigor of theoretical research with practical application, the group's skills are expressed as much through high-level international research productions as through the dissemination of knowledge among students and practitioners.



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