



Catalog of Syllabuses

Professional Master's Program in Administration

Catalog of Syllabuses

2024 / 2025



BE RELEVANT

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Dear Student,

In this catalog of syllabuses you will find the description of each subject that makes up the FDC Professional Master's Program, with its respective general objective and the main concepts that will be covered.

If you are still participating in the selection process, these syllabuses are important resources that allow you to get to know the Program better so that you can make a more informed decision. But if you are already a student in the Program, this is a guiding document (always consult the Program Regulations).

Sincerely,

Management Team of the Professional Master's Program – Contemporary Management of Organizations

GENERAL MENU – COMMON, BASIC AND SPECIFIC NUCLEI

NC – COMMON NUCLEUS

- Dissertation Seminar
- Scientific Work Methodology
- Great Challenges of Society and the Role of Contemporary Management in Organizations
- Evolution of Thought on Leadership
- Evolution of Thought on Strategy

NB – BASIC NUCLEUS

- Theory of Organizations
- Elements of Human Behavior
- Strategic Implementation
- Knowledge Forum
- Morals, Ethics and Corporate Citizenship
- Organizational Culture
- Management and Public Policy
- Innovation and Digital Strategy: Big data and Analytics

NE – SPECIFIC NUCLEUS – Disciplines to be defined

- Special Topics in Strategy: Strategy in Public Organizations
- Special Topics in Strategy: Strategy in Times of Technological Revolution
- Special Topics in Strategy: Public and Sustainable Finance
- Special Topics in Strategy: Innovation and Digital Strategy
- Special Topics in Strategy: Marketing and Consumer Behavior
- Special Topics in Strategy: Collaborative Movements in Organizations
- Special Topics in Strategy: Business and Climate Change
- Special Topics in Strategy: Multisectoral Collaboration Networks for Sustainable Development
- Special Topics in Strategy: Society, State and Public Administration in Brazil
- Special Topics in Leadership: Diversity in Organizations
- Special Topics in Leadership: Intervention in Organizations
- Special Topics in Leadership: Contemporary Public Leadership
- Special Topics in Leadership: Markets, Hierarchies and Cultures
- Special Topics in Leadership: People, Careers and Competencies
- Special Topics in Leadership: Practice in Management and Learning Reflection in Addressing Society's Major Challenges

TC – DISSERTATION

ORGANIZATIONAL CULTURE

(15 credit hours - 1 credit)

This course adds culture to the professional master's degree. Culture is one of the mediators of management effectiveness, the understanding of which challenges the manager. It is not variable, directly observable and can be partially aligned with management. It is not an object that can be delimited by borders and, in a digitalized and globalized society, its investigation has become even more fluid. The study of culture is necessary for those who depend on its causality on performance. This course offers an organized approach to this subject, so that students can deepen and expand their knowledge on the basis it provides.

Learning Objectives:

- Understand the multidimensionality of culture as a human phenomenon, as a factor in management, performance and social organization;
- Understand the genesis of culture and its mechanisms in performance management;
- Identify its relevance to team performance, to strategic rationality in its interface with leadership, and to managerial action;
- Research data to support management action in daily routine and cultural change in organizations.

Basic Bibliography:

- Adler, Nancy J. and Zeynep Aycan (2018). **Cross-Cultural Interaction: What We Know and What We Need to Know**, **Annual Review of Organizational Psychology and Organizational Behavior**, V. 5, 307-333.
- Afsara, Bilal, Asad Shahjehana, Syed Imad Shahb, Anees Wajid (2019). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees International. **Journal of Intercultural Relations**, V. 65, 66-75.
- Garrido, Rocio, Manuel Garcia-Ramireza and Fabricio E. Balcazar (2019). Moving towards Community Cultural Competence. **International Journal of Intercultural Relations**, V. 73, 89 -101.
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- Hofstede, Geert, Adriana V. Garibaldi de Hilal, Sigmar Malvezzi, Betania Tanure, and Henk Vinken (2010). Comparing Regional Cultures Within a Country: lessons from Brazil. **Journal of Cross-Cultural Psychology**, v. 1, p. 336-352.
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- Silva, Narbal & José Carlos Zanelli (2004). Cultura Organizacional. In: J. C. Zanelli, J. E Borges-Andrade e A.V. B. Bastos, **Psicologia, Organizações e Trabalho**. Porto Alegre, Artmedi.

ELEMENTS OF HUMAN BEHAVIOR

(15 credit hours -1 credit)

The course emphasizes the behavioral nature of management and group dynamics, exploring the formal and informal levers by which we can understand, study and possibly influence human behavior in organizations. It also aims to develop students' critical thinking, communication and decision-making skills with regard to the management of people in organizations.

Learning Objectives:

- Evaluate structures and patterns of human behavior, interpersonal relationships and team dynamics in the workplace;
- Critically analyze the behavioral aspects mentioned above in order to positively impact team results and create the foundations of high-performance teams;
- Critically apply theories and concepts learned in class to better understand, reflect on and appreciate past and current work (and even non-work) experiences;
- Develop self-awareness and understanding of one's own strengths and areas for improvement as a group leader, manager and group member.

Basic Bibliography:

- Robbins, S., Judge, T., & Sobral, F. (2010). **Comportamento organizacional: teoria e prática no contexto brasileiro**. Pearson Prentice Hall.
- Franco, D. S., & de Paiva, K. C. M. (2018). Justiça organizacional e comportamentos retaliatórios: como jovens aprendizes (não) se posicionam? **Revista Gestão e Planejamento**.
- Tomazzoni, G. C., Costa, V. M. F., Antonello, C. S., & Rodrigues, M. B. (2020). Os vínculos organizacionais na percepção de gestores: comprometimento, entrenchamento e consentimento. **Revista de Administração Contemporânea**, 24, 245-258.
- de Souza, M. J., & de Souza, C. S. (2020). A cultura organizacional e sua relação com o desempenho das empresas. **Revista Multidisciplinar do Nordeste Mineiro**, 1(1).

EVOLUTION OF THOUGHT ON STRATEGY

(30 credit hours -2 credits)

Strategy - both as an aspect of business practice and as a field of scientific research - has evolved significantly over the last fifty years, in line with the social, economic and technological changes that have drastically altered company management.

There has been a development not only in the conception of what strategy is and what the key concepts and tools are, but also in the understanding of how it should be practiced. The field now encompasses many different visions and dimensions. In addition to the well-established economic approaches, another perspective that is gaining more and more studies is that which exhibits a bias of the body of knowledge of sociological disciplines towards the subject, such as the Process approach and the Strategy as Practice approach (Whittington, 2007). The strategy-as-process approach takes a look at the challenges of implementing strategic intentions, by understanding the phenomena and seeking the feasibility of systemic adjustments.

The aim of this course is to discuss the theoretical foundations that underpin key questions in strategy: How do firms form their competitive advantages? And how are people involved in this dynamic, affecting it?

The course will address various currents of thought in strategy, which integrate multiple economic, sociological and organizational perspectives and which have great appeal to managers. In addition, contemporary themes will be also addressed, offering a rich conceptual framework for deepening strategy themes for the purposes of theoretical knowledge and also of the strategist's practice.

Objectives:

- Know and differentiate approaches in the field of strategy - economic and sociological;
- Understand and discuss the foundations of thinking on strategy from the viewpoint of multiple currents and theoretical perspectives of industrial economics, resource theory, knowledge perspective, dynamic capabilities, relational capacity and micro-foundations;
- Promote a critical and reasoned analysis of the origins of competitive advantages;
- Understand and differentiate sociological approaches and their critical contributions;
- Evaluate the practical and managerial implications of the various theoretical perspectives on strategy;
- Learn about current research and developments and reflect on contemporary approaches to strategy.

Basic Bibliography:

- PORTER, Michael E. Towards a dynamic theory of strategy. **Strategic Management Journal**, Hoboken, v. 12, p. 95-117, winter 1991. Special issue.
- BARNEY, Jay. Firm resources and sustained competitive advantage. **Journal of Management**, Thousand Oaks, v. 17, n. 1, p. 99-120, mar. 1991.

- NEWBERT, Scott L. Value, rareness, competitive advantage, and performance: a conceptual-level empirical investigation of the resource-based view of the firm. **Strategic Management Journal**, Hoboken, v. 29, n. 7, p. 745-768, jul. 2008.
- PETERAF, Margaret A. The cornerstones of competitive advantage: a resource-based view. **Strategic Management Journal**, Hoboken, v. 14, n. 3, p. 179-191, mar. 1993.
- Cunha, M. P. (1999). Ecologia organizacional: implicações para a gestão e algumas pistas para a superação de seu caráter anti-management. **Revista de Administração de Empresas**, 39, 21-2.
- Child, J. (1972). **Organizational Structure, Environment and Performance**: The Role of Strategic Choice. *Sociology*(January), 1-22.
- Granoveter, M. (1985). Economic Action and Social Structures: the Problems of Embeddedness. **American Journal of Sociology**, 91(3), 481-510.
- Mintzberg, H. (1978). Patterns in Strategy Formation. **Management Science**, 24(9 - May), 934-948.
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- TEECE, David J.; PISANO, Gary; SHUEN, Amy. Dynamic capabilities and strategic management. **Strategic Management Journal**, Hoboken, v. 18, n. 7, p. 509-533, aug. 1997.
- BURGELMAN, R. A. (1983). A process model of internal corporate venturing in the diversified major firm. **Administrative Science Quarterly**, 223-244.
- FLOYD, S. W., & WOOLDRIDGE, B. (1992). Middle Management Involvement In Strategy And Its Association With Strategic Type: A Research Note. **Strategic Management Journal**, 13(5/Summer): 153-167.
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- DYER, Jeffrey H.; SINGH, Harbir. The relational view: cooperative strategy and sources of interorganizational competitive advantage. **Academy of Management Review**, Cliff Manor, v. 23, n. 4, p. 660-679, oct. 1998.
- DYER, Jeffrey H.; SINGH, Harbir; HERSTELY, Willian. The relational view revisited: a dynamic perspective on value creations and value captured. **Strategic Management Journal**, Hoboken, v. 39, n. 12, p. 3140-3162, dec. 2018. Special issue.
- MESQUITA, Luiz F.; ANAND, Jaideep; BRUSH, Thomas H. Comparing the resource-based and relational views: knowledge transfer and spillover in vertical alliances. **Strategic Management Journal**, Hoboken, v. 29, n. 9, p. 913-941, sep. 2008.
- Balogun, J., & Johnson, G. (2005). From intended strategies to unintended outcomes: The impact of change recipient sensemaking. **Organization studies**, 26(11), 1573-1601.
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- Feldman, M. S., & Pentland, B. T. (2003). Reconceptualizing organizational routines as a source of flexibility and change. **Administrative science quarterly**, 48(1), 94-118.
- Feldman, M. S., Pentland, B., D'Adderio, L., Dittrich, K., Rerup, C., & Seidl, D. What is routine dynamics? In Feldman, M.; Pentland, B.; D'Adderio, L.; Dittrich, K.; Rerup, K. & Seidl, D. **Cambridge handbook of routine dynamics**. Chapter 1, pp.1-18.
- Seidl, D.; Grossmann- Hensel, B. & Jarzabkowski, P. (2021). Strategy as practice and routine dynamics In Feldman, M.; Pentland, B.; D'Adderio, L.; Dittrich, K.; Rerup, K. & Seidl, D. **Cambridge handbook of routine dynamics**. Chapter 35, pp. 481-500.
- Jarzabkowski, P. A., Lê, J. K., & Feldman, M. S. (2012). Toward a Theory of Coordinating: Creating Coordinating Mechanisms in Practice. **Organization Science**, 23(4), 907-927.
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- Teece, David J. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. **Strategic Management Journal**, Hoboken, v. 28, n. 13, p. 1319-1319, dec. 2007.
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- Barry, D., & Elmes, M. (2017). Strategy retold: Toward a narrative view of strategic discourse. **The Aesthetic Turn in Management**, 39-62.
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- D'Adderio, L. (2021). Materiality and routines dynamics. In: **Cambridge Handbook of routine dynamics**. Cambridge University Press.
- Denis, J. L., Langley, A., & Rouleau, L. (2006). The power of numbers in strategizing. **Strategic Organization**, 4(4), 349-377.
- Jarzabkowski P, Paul Spee A and Smets M (2013) Material artifacts: Practices for doing strategy with 'stuff'. **European Management Journal** 31(1): 41-54.
- Spee, A. P., & Jarzabkowski, P. (2009). Strategy tools as boundary objects. **Strategic Organization** 7(2): 223-232.

- Hautz, J., Seidl, D., & Whittington, R. (2017). **Open strategy**: Dimensions, dilemmas, dynamics. *Long Range Planning*, 50(3), 298-309.
- Mantere, S., & Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization science*, 19(2), 341-358.
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- O'Reilly 3rd, C. A., & Tushman, M. L. (2004). The Ambidextrous Organization. *Harvard Business Review*, 82(4), 74.
- Zimmermann, A., Raisch, S., & Cardinal, L. B. (2017). Managing Persistent Tensions of the Frontline: a configurational perspective on ambidexterity. *Journal of Management Studies*.
- Bernardes, M.-E., & Milagres, R. (2021). Sense and Action in the Covid-19 Crisis. *Academy of Management Proceedings*, 2021(1), 13495.
- Schakel, J. K., & Wolbers, J. (2021). To the edge and beyond: How fast-response organizations adapt in rapidly changing crisis situations. *Human Relations*, 74(3), 405-436.
- Wenzel, M., Stanske, S., & Lieberman, M. B. (2020). Strategic responses to crisis. *Strategic Management Journal*, 41(7/18).
- Ferraro, F., Etzion, D., & Gehman, J. (2015). Tackling Grand Challenges Pragmatically: Robust Action Revisited. *Organization Studies*, 36(3), 363–390.
- Howard-Grenville, J., & Spengler, J. (2022). Surfing the grand challenges wave in management scholarship: how did we get here, where are we now, and what's next?. In *Organizing for societal grand challenges* (pp. 279-295). Emerald Publishing Limited.
- Martí, I. (2018). Transformational business models, grand challenges, and social impact. *Journal of Business Ethics*, 152(4), 965-976.

Complementary Bibliography:

- Barney, Jay B.; Hesterly, William. S. Avaliação das capacidades internas de uma empresa. In: BARNEY, Jay B.; HESTERLY, William. S. **Administração estratégica e vantagem competitiva**: conceitos e casos. 3. ed. São Paulo: Pearson Education do Brasil, 2011. Chapter 2, p. 24-56 and Chapter 3, p. 57-104.
- DiMaggio, P., & Powell, W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 48(2 - April), 147-160.
- Barney, Jay B.; Hesterly, William. S. Alianças estratégicas. In: BARNEY, Jay B.; HESTERLY, William. S. **Administração estratégica e vantagem competitiva**: conceitos e casos. 3. ed. São Paulo: Pearson Education do Brasil, 2011. Chapter 9, p. 250-275.

EVOLUTION OF THOUGHT ON LEADERSHIP

(30 credit hours -2 credits)

This course is dedicated to presenting and debating the main schools of leadership, highlighting the relationship between each of them and the main management challenges. In addition to understanding the main leadership paradigms, which form the basis of our current understanding of leadership, it also explores topics that are important today and for the future of leadership practice. From traditional to more contemporary theories will be covered, including: trait, behavioral, contingency, situational, transformational-charismatic, servant, relational and critical theories.

Learning Objectives:

- Understand the phenomenon of leadership based on the evolution of traditional leadership theories;
- Understand the phenomenon of leadership in its various manifestations and levels of analysis;
- Apply different theoretical lenses to leadership in the context of organizations and society's major challenges.

Basic Bibliography:

- Antonakis, J., & Day, D. V. (2018). **The nature of leadership** (3rd ed.). SAGE Publications.

Complementary Bibliography:

- Antonakis, J., & Day, D. V. (2018). Leadership: past, present, and future. In J. Antonakis, & D. V., Day (Eds.). **The nature of leadership** (3rd ed., Chapter 1, pp. 3-26). SAGE Publications.
- Zaccaro, S. J., Dubrow, S., & Kolze, M. (2018). Leader traits and attributes. In J. Antonakis, & D. V. Day (Eds.). **The nature of leadership** (3rd ed., Chapter 2, pp. 29-55). SAGE Publications.
- Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. **The Leadership Quarterly**, 20, 855–875.
- Kalish, Y., & Luria, G. (2021). Traits and time in leadership emergence: A longitudinal study. **The Leadership Quarterly**, 32(2). DOI: 10.1016/j.leaqua.2020.101443.
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- Antonakis, J. (2018). Charisma and the "New Leadership". In J. Antonakis, & D. V., Day (Eds.). **The nature of leadership** (3rd ed., Chapter 3, pp. 56-81). SAGE Publications.
- Bass, B. M. (1990). From transactional to transformational leadership: learning to share the vision. **Organizational Dynamics**, 18(3), 19-31.
- Lin, S. J. L., Scott, B. A., & Matta, F. K. (2019). The dark side of transformational leader behaviors for leaders themselves: a conservation of resources perspective. **Academy of Management Journal**, 62(5), 1556-1582.
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- Javidan, M., Dorfman, P. W., Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Crosscultural lessons in leadership from project GLOBE. **Academy of Management Perspectives**, 20(1), 67–90.
- Metz, R. (2021). The missing link: Studying political leadership from the followers' perspective. **Politics**, 1-15.
- Olga Epitropaki, O., Martin, R., & Thomas, G. (2018). Relational leadership. In J. Antonakis, & D. V., Day (Eds.). **The nature of leadership** (3rd ed., Chapter 5, pp. 109-137). SAGE Publications.
- Uhl-Bien, M. (2006). Relational leadership theory: exploring the social processes of leadership and organizing. **Leadership Quarterly**, 17(6), 654-676. <https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1018&context=leadershipfacpub>.
- Casciaro, T., Edmondson, A. C., & Jang, S. (2019). Cross-silo leadership. **Harvard Business Review**, 97(3), 130-139.
- Wassenaar, C. L., & Pearce, C. L. (2018). Shared leadership. In J. Antonakis, & D. V., Day (Eds.). **The nature of leadership** (3rd ed., Chapter 7, pp. 167-188). SAGE Publications.
- Pearce, C. L., Wassenaar, C. L., & Manz, C. C. (2014). Is shared leadership the key to responsible leadership? **Academy of Management Perspectives**, 28(3), 275–288.
- Evans, K., Sanner, B., & Chiu, C. Y. (2021). Shared leadership, unshared burdens: how shared leadership structure schema lowers individual enjoyment without increasing performance. **Group & Organization Management**, 46(6), 1027-1072.
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- Aurand, T. W. et al. (2018). The VW Diesel scandal: a case of Corporate Commissioned

Greenwashing. **Journal of Organizational Psychology**, 18(1), 23-32.

- The Nature of Leadership, Chapter 18 (**recommended, not mandatory, reading**).
- Palazzo, G. (2018). Corporate social responsibility and leadership. In J. Antonakis, & D. V., Day (Eds.). **The nature of leadership** (3rd ed., Chapter 18, pp. 469-494). SAGE Publications.

KNOWLEDGE FORUM

(15 credit hours -1 credit)

The incorporation of artificial intelligence (AI) into organizations is revolutionizing the way companies operate and make decisions. With the potential to substantially increase productivity, AI automates routine tasks, freeing employees to focus on activities of greater strategic and creative value (Enholm et al., 2022; Fang et al., 2023). In addition, AI improves the accuracy and efficiency of business processes, such as data analysis and demand forecasting, giving companies a significant competitive advantage. For example, by using AI to analyze large volumes of data, companies are able to identify trends and patterns that would be imperceptible manually, resulting in more informed decisions and more effective business strategies (Davenport & Ronanki, 2018; Fang et al., 2023).

However, the implementation of AI in organizations also presents challenges and raises concerns. One of the main obstacles is the need for a robust technological infrastructure and qualified professionals to develop and maintain AI systems (Enholm et al., 2022; Bughin et al., 2018). In addition, there are ethical issues related to privacy and the use of data, as well as the potential impact on the job market as automation threatens to replace traditional roles (Attard-Frost, De los Ríos, & Walters, 2023; West, 2018). Therefore, for the integration of AI to be successful and responsible, it is essential that organizations invest in continuous education and training, as well as establishing clear and transparent guidelines on the ethical and safe use of these technologies (Bankins & Formosa, 2023; Wilson, Daugherty & Morini-Bianzino, 2017).

In line with the Program's objective of “understanding and applying global trends, scenarios and ethical issues to propose grounded organizational solutions” and “translating cutting-edge theoretical knowledge into management practices that contribute to individuals and organizations and meet development goals”, the proposed course aims to guide participants to maximize their experience at the VI Knowledge Forum, through prior reading, as well as to systematize the reflection acquired from the experience.

Objectives:

- Understand and apply global trends related to Artificial Intelligence in order to propose well-founded solutions;
- Develop managerial knowledge about the use of Artificial Intelligence as well as the ethical, moral and legal aspects involved;
- Learn about practices, resources and technologies related to Artificial Intelligence that can be used by people and organizations;
- Discuss the relevance of artificial intelligence and future challenges.

Bibliography:

- Bankins, S., & Formosa, P. (2023). The ethical implications of artificial intelligence (AI) for meaningful work. **Journal of Business Ethics**, 185(4), 725-740. DOI <https://doi.org/10.1007/s10551-023-05339-7>.
- Chen, X., Zou, D., Xie, H., Cheng, G., & Liu, C. (2022). Two decades of artificial intelligence in

education. **Educational Technology & Society**, 25(1), 28-47.

- Fang, B., Yu, J., Chen, Z., Osman, A. I., Farghali, M., Ihara, I., ... & Yap, P. S. (2023). Artificial intelligence for waste management in smart cities: a review. **Environmental Chemistry Letters**, 21(4), 1959-1989.
- Krakowski, S., Luger, J., & Raisch, S. (2023). Artificial intelligence and the changing sources of competitive advantage. **Strategic Management Journal**, 44(6), 1425-1452.
- Palomares, I., Martínez-Cámara, E., Montes, R., García-Moral, P., Chiachio, M., Chiachio, J., ... & Herrera, F. (2021). A panoramic view and swot analysis of artificial intelligence for achieving the sustainable development goals by 2030: Progress and prospects. **Applied Intelligence**, 51, 6497-6527.

MANAGEMENT AND PUBLIC POLICY

(30 credit hours - 2 credits)

The course “Management and Public Policy” analyzes the process of conceiving, designing, implementing and evaluating public policies, highlighting various aspects and players in public management. Students on the Professional Master's Degree in Administration will be introduced to bibliographical references on the subject, as well as legislation applicable to Brazil, the budget process and methods and techniques for prior (ex-ante) and subsequent (ex-post) evaluation recommended by international institutions such as the World Bank, the Inter-American Development Bank (IADB) and the Organization for Economic Cooperation and Development (OECD).

Objectives:

- Promote students' understanding of the management cycle and public policies and their main players;
- Discuss the budgetary dimension of public management, as well as criteria for evaluating expenditure in terms of cost-benefit, efficacy, efficiency and effectiveness;
- Present techniques for prior evaluation of public policies (with regard to problem identification, target audience selection, risk assessment and implementation strategies) and impact evaluation (econometric methods such as matching, differences in differences, discontinuous regression and instrumental variables).

Basic Bibliography:

- BANCO MUNDIAL; BANCO INTERAMERICANO DE DESENVOLVIMENTO. **Avaliação de Impacto na Prática**. 2.ed. 2018. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/25030/9781464808890.pdf>
- BRASIL. **Avaliação de Políticas Públicas**: guia prático de análise ex ante. Brasília: Instituto de Pesquisa Econômica Aplicada, 2018. Available at: https://www.gov.br/casacivil/pt-br/assuntos/downloads/153743_analise-ex-ante_web_novo.pdf/view.
- Faria, Rodrigo Oliveira. **Emendas parlamentares e processo orçamentário no presidencialismo de coalizão**. São Paulo: Blucher, 2023. Chapter 3.
- Lipsky, Michael. **Burocracia no nível de rua**: Dilemas do indivíduo nos serviços públicos. Brasília: Escola Nacional de Administração Pública, 2019. Chapters 1 and 2.

Complementary Bibliography:

- Giambiagi, Fabio; Além, Ana Cláudia. **Finanças Públicas**: teoria e prática no Brasil. Rio de Janeiro: Elsevier, 2016, Chapter 1.
- Lotta, Gabriela Spanghero. **Implementação de políticas públicas**: o impacto dos fatores relacionais e organizacionais sobre a atuação dos burocratas de nível de rua no Programa Saúde da Família. São Paulo: FFLCH-USP, 2010. (Political Sciences Doctoral Thesis).

- Paiva, Paulo de Tarso de Almeida; Martins, Humberto Falcão. **Do Plano de Metas às Metas do Plano**: rumo ao futuro. Belo Horizonte: Fundação Dom Cabral, 2023. 140p.
- Pinto, Elida Graziane; Tavares, Francisco Mata Machado. Em Busca dos Direitos Fundamentais Parâmetros: para uma reconstrução dogmática do direito das finanças públicas. **Revista Brasileira de Estudos Políticos**, v. 1, p. 165-210, 2022.

GREAT CHALLENGES OF SOCIETY AND THE ROLE OF CONTEMPORARY MANAGEMENT IN ORGANIZATIONS

(15 credit hours -1 credit)

This course addresses the concept of grand challenges (GCs) and their impact on organizations, exploring origins, effects and adaptation strategies. Focusing on complex issues such as climate change, inequality and global health, the course enables organizational leaders to integrate responses to GCs into business practices and strategies. The role of innovation and entrepreneurship in addressing GCs is discussed, suggesting that creative problem-solving and new business models are key to meaningful progress. The course connects academic research and real-world practices, preparing current and future leaders to turn GCs into opportunities for social advancement and business success.

Learning Objectives:

- Understand the nature and complexity of CGs, and how they influence organizations;
- Explore the role of innovation and entrepreneurship in addressing GCs and introduce the concept of social and impact business, as well as impact business movements such as “System B” and “Conscious Capitalism”, discussing the possible role of the private sector in transforming the country's reality and the business opportunities that arise from this context;
- Inspire students to include the context of society's major challenges in their research agendas.

Basic Bibliography:

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- Voegtlin, C., Scherer, A. G., Stahl, G. K., & Hawn, O. (2022). Grand societal challenges and responsible innovation. *Journal of Management Studies*, 59(1), 1–28.

Complementary Bibliography:

- Berrone, P., Gelabert, L., Massa-Saluzzo, F., & Rousseau, H. E. (2016). Understanding community dynamics in the study of grand challenges: How nonprofits, institutional actors, and the community fabric interact to influence income inequality. **Academy of Management Journal**, 59(6), 1940–1964.
- Kuhlmann, S., & Rip, A. (2014). **The challenge of addressing Grand Challenges: a think piece on how innovation can be driven towards the "Grand Challenges" as defined under the prospective European Union Framework Programme Horizon 2020**. European Research and Innovation Area Board (ERIAB).
- Kaewunruen, S., Sussman, J. M., & Matsumoto, A. (2016). **Grand challenges in transportation and transit systems**. *Frontiers in Built Environment*, 2, 1-5.
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- Bogers, M., Chesbrough, H. & Strand, R. (2020), Sustainable open innovation to address a grand challenge: Lessons from Carlsberg and the Green Fiber Bottle. **British Food Journal**, 122(5), 1505-1517.
- Ulnicane, I. (2016). “Grand Challenges” concept: A return of the “big ideas” in science, technology and innovation policy? **International Journal of Foresight and Innovation Policy**, 11(1-3), 5-21.
- Gümüşay, A. A., Claus, L., & Amis, J. (2020). Engaging with grand challenges: An institutional logics perspective. **Organization Theory**, 1(3).

STRATEGIC IMPLEMENTATION

(15 credit hours -1 credit)

Implementation is an essential dimension of any strategic action, along with planning, monitoring and evaluation practices and processes (Jarzabkowski & Fenton, 2006). Nevertheless, implementation failures are the main causes of unsatisfactory performance (Kaplan & Norton, 2008; Bossidy & Charam, 2002; Sull, 2015). Therefore, excellence in strategy implementation is often considered a priority for business leaders in Asia, Europe and the United States, from a list of around 80 topics, including innovation, geopolitical instability and revenue growth (Sull, 2015).

Indeed, the successful implementation of planned strategies is one of the greatest difficulties organizations face in achieving above-average returns in their markets (Cruz & Lótfi, 2017). It is therefore a complex issue, which is at the center of the attention and practice of managers around the world.

Academic literature indicates the need to develop a better understanding of the adaptive dynamics of strategic performance processes. This means broadening the focus from the design of structures, systems and incentives around plans to how people in organizations understand and implement these plans in practice (Weiser et al., 2020).

In this sense, the STRATEGIC IMPLEMENTATION course seeks to offer participants an insight into a real case of strategic action, in which they will have the opportunity to analyze and propose issues relating to four main aspects of implementation: a) coordination and organizational alignment; b) the roles of top management and middle management; c) communication, speeches and narratives; d) tools, incentives and rewards; and e) the availability and allocation of resources.

It is hoped that this experience will be useful for participants to evaluate strategy implementation processes, creating intervention plans to be put into practice in their contexts.

Objectives:

This course is a learning journey geared towards the following objectives:

- to know the challenges of implementation for the promotion of organizational performance;
- understand the concepts and theories that seek to explore the critical aspects of implementation;
- assimilate the complexities of implementation associated with the provision and allocation of resources; the roles of top and middle management; communication, discourses and narratives; tools, incentives and rewards;
- apply these four dimensions to evaluate strategic implementation processes;
- create intervention plans to be put into practice in organizational contexts.

Basic Bibliography:

- Martins, H., Burcharth, A., Fernandes, B. (2024). **Desafios e estratégias de crescimento o caso Waycarbon – Parte 2**. Case Study. FDC.
- Cruz, M., Lótfi, S. (2017). Pontos críticos na implementação de estratégias em empresas brasileiras. **DOM**, 11(33), p. 24-29, Sept.
- Jarzabkowski, P. & Fenton, E. 2006. **Strategizing and Organizing in Pluralistic Contexts**. Long Range Planning, Volume 39, Issue 6, 631-648.
- Kaplan, R. & Norton, D. 2008. **Execution Premium: Linking Strategy to Operations for Competitive Advantage**. Harvard Business Press.
- Sull, D., Homkes, R., & Sull, C. (2015). Por que a execução falha —e o que fazer a respeito. **Harvard business review**, 93(3), 57-66.
- Weiser, A. K., Jarzabkowski, P., & Laamanen, T. (2020). Completing the adaptive turn: An integrative view of strategy implementation. **Academy of Management Annals**, 14(2), 969-1031.

Complementary Bibliography:

On the availability and allocation of resources:

- Bower, J.L. (2007), "**How managers' everyday decisions create or destroy your company's strategy**", Strategic Direction, Vol. 23 No. 8. 3.
- Bower, J. L. (2005). **Modeling the resource allocation process**. From resource allocation to strategy, 26-37.

On the roles of top and middle management:

- Mantere, S. (2008). Role expectations and middle manager strategic agency. **Journal of management studies**, 45(2), 294-316. 3.
- Raes, A. M., Heijltjes, M. G., Glunk, U., & Roe, R. A. (2011). The interface of the top management team and middle managers: A process model. **Academy of management review**, 36(1), 102-126.

On communication, discourse and narratives:

- Jarzabkowski, P., Sillince, J. A., & Shaw, D. (2010). **Strategic ambiguity as a rhetorical resource for enabling multiple interests**. Human relations, 63(2), 219-248.

On tools, incentives and rewards:

- Hrebiniak, L. G. (2006). **Obstacles to Effective Strategy Implementation**. Organizational Dynamics, 35(1), 12–31. <https://doi.org/10.1016/j.orgdyn.2005.12.001>
- Jarzabkowski, P., & Kaplan, S. (2015). Strategy tools-in-use: A framework for understanding “technologies of rationality” in practice. **Strategic management journal**, 36(4), 537-558.

INNOVATION AND DIGITAL STRATEGY: BIG DATA & ANALYTICS

(30 credit hours - 2 credits)

There is no doubt about the importance of innovation for public organizations, especially in the quest for efficiency and quality of spending. It is therefore necessary to implement coherent innovation and digital strategies, based on the demands of society and aligned with the strategic organizational context. In this sense, understanding that innovation is associated with issues such as process improvement, new services, result indicators, new values, internal cooperation and a long-term vision are relevant issues.

At the same time, recent advances in new digital technologies indicate a significant challenge for current management models, in search of application and tangible results. In addition to understanding what these digital technologies are, the ambition of public organizations in search of short-term productivity gains or understanding of possible future applications is a determining factor.

To this end, this course aims to understand and apply knowledge of innovation and digitalization, suggesting new strategic models for innovation, its execution and results, considering practical experiences of Brazilian organizations and their application to public management.

Objectives:

- Understand that innovation is related to critical issues such as innovation strategy, processes, projects, culture and results. In addition, advances in digital technologies pose a new challenge for productivity gains. In other words, a real understanding of the digital ambition in public management and how to apply these new technologies in the short and long term are crucial to the quality of the service;
- Analyze and apply the technical knowledge of innovation and digital ambition suggested by the course to the context of public management.

Basic Bibliography:

- Oliveira, Carlos Alberto Arruda de; Rossi, Anderson; Savaget, Paulo. Criando as condições para inovar. **DOM: a revista da Fundação Dom Cabral**, Nova Lima, n. 8, p. 36-43, Mar. 2009.
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Organizational Transformation and Business Performance. **Journal of Economic Perspectives**, Nashville, v. 14, n. 4, p. 23-48, Fall 2000.

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- Tadeu, Hugo Ferreira Braga; Oliveira, Carlos Alberto Arruda de. A inovação como modelo estratégico de crescimento organizacional. **DOM**: a revista da Fundação Dom Cabral, Nova Lima, v.9, n. 27, p. 74-80, Jul./Oct. 2015.
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- GARAGEM 11.57. Available at: <http://garagem1157.mybluemix.net/>. Accessed on : 12 June 2024.

SCIENTIFIC WORK METHODOLOGY

(45 credit hours -3 credits)

Scientific methodology is the heart of the master's program, as it equips students to produce new knowledge in management according to the standards validated by the international scientific community. This subject deals with the process of research and scientific production, from the conceptual foundations of knowledge to methods of data collection and analysis. The subject covers three interrelated topics, taught by different professors and distributed as follows:

1. *Epistemology (5 hrs);*
2. *Qualitative Methodology (20 hrs);*
3. *Quantitative Methodology (20 hrs).*

Epistemology:

Social scientists design their research methodologies based on different epistemological premises. Although not deliberate, they are there. Now, good researchers have an obligation to understand the basic epistemological principles that underpin an investigation (Easterby-Smith et al., 2015) in order to make decisions about its direction and the reflexive role they intend to play. This awareness, related to an understanding of theories of knowledge, improves the quality of any research undertaken and the researcher's ability to make significant contributions to any field. Epistemological knowledge impacts on the design of the research, the type of evidence required and how it will be gathered and interpreted. By presenting the different approaches related to scientific knowledge, epistemology thus addresses the diversity of the limits, methods and objectives of each one.

Learning Objectives:

- To know and differentiate the different ontological positions in the sciences;
- Know and differentiate epistemologies in the social sciences, particularly: positivist, critical theory and constructivist;
- Understand the central concepts of rationalism (Popper), paradigms (Kuhn), incommensurability, interdisciplinarity and complexity (Morin);
- Associate the importance of coherence and epistemological rigor with the development of research;
- Enable critical mastery of the construction of knowledge in the area of Management.

Qualitative Methodology:

- Qualitative methodology seeks to answer the “why” and “how” of human behavior, as well as to deal with information that cannot be easily quantified or reduced to numerical values. Qualitative analysis thus focuses on subjective meanings and establishes rich descriptions rather than quantifiable metrics;
- The course covers everything from the methodological strategy known as the Case Study to data collection and analysis methods. Regarding the Case Study, the course addresses the conditions and suitability of this strategy according to the parameters: type of research question, the researcher's control over the variables of the phenomenon and the contemporaneity of the topic. It discusses the role of theory both as a foundation and as a contribution to a case study. In addition, the course deals with the relevant definitions for choosing and delimiting the case (or cases) to be studied, as well as the data and information to be collected;
- With regard to data collection, the course details how to draw up a script and conduct qualitative interviews. It therefore discusses the necessary research objectives and conditions, as well as the various types of instruments related to interviews, analyzing their suitability. In addition, it establishes a favorable environment for students to experiment with practical approaches to exploratory and semi-structured interviews, promoting debate and reflection on ways to develop this research competence;
- From the point of view of data analysis, the course provides an environment in which participants can get to know and experience the process of analyzing qualitative data with the support of NVivo software.

Learning Objectives:

- Understand the relevant criteria for adopting a methodological approach based on case study(ies), as well as its limitations;
- Compare case study(ies) with other methodological approaches;
- Draw up a work plan for research based on case study(ies);
- Understand the relevant criteria for conducting an interview and its objectives;
- Compare and evaluate the main types of interview;
- Draw up a basic interview script;
- Learn techniques for analyzing qualitative data.

Quantitative Methodology:

Quantitative methodology uses mathematical and statistical modeling to understand human behavior. In the financial world, analysts who rely strictly on quantitative analysis are often called “quants” or “quant jockeys”. In essence, quantitative researchers represent a given reality in terms of a numerical value. Quantitative analysis is applied to measurement, performance evaluation, valuing an instrument and predicting events. The discipline provides students with tools to examine and analyze past, current and future events. Any subject

involving numbers can be quantified; thus, quality control is used in many fields of management, whether based on secondary data from existing bases, or on primary data collected via surveys, for example.

Learning Objectives:

- State what quantitative analysis is;
- Describe the importance of quantitative analysis for decision-making;
- Explain the main techniques and their objectives;
- Identify the data prerequisites for using the techniques;
- Identify the main applications of quantitative analysis in the day-to-day running of organizations;
- Identify the importance of quantitative analysis in decision-making and, therefore, its importance in a data-based management process;
- Calculate the main statistics used in a survey;
- Interpret the main statistics for evaluating the results of a survey described in a scientific article.

Bibliography:

Manual:

This course uses a common manual for all topics as a basic reference for aspects related to scientific methodology:

- Easterby-Smith, M., Thorpe, R., Jackson, P. R., & Jaspersen, L. J. (2015). **Management and business research**. London: Sage.

Epistemology:

- Barbosa, M. A.C., Neves, F.E.B., Santos, J.M. L., Cassundé, F. R.D. S. A., & Junior, N. F.C. (2013). "Positivismos" versus "Interpretativismos": o que a Administração tem a ganhar com esta disputa? **Revista Organizações em Contexto**, 9(17), 1-29 <https://www.metodista.br/revistas/revistas-metodista/index.php/OC/article/view/3684>.
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- Campanario, M., Junior, M.D.F.C., & Ruiz, M.S. (2012). O modelo de Karl Popper sob a ótica das Ciências Sociais Aplicadas. **Revista de Ciências da Administração**, 14(32), 124- 140. <https://www.redalyc.org/pdf/2735/273523616009.pdf>.
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Kuhn e Lakatos. **Revista Ciências Administrativas**, 25(3).
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- Kuhn, T.S. (1995). **A estrutura das revoluções científicas**: Editora Perspectiva SA.
- Latour, B., & Woolgar, S. (1997). **A vida de laboratório: a produção dos fatos científicos**: Relume Dumará RioDeJaneiro.
- Morin, E., & Le Moigne, J. L. (2000). **A inteligência da complexidade**. Ed. Fundação Peirópolis.
- Munck, L., & Souza, R. B. (2010). Estudos organizacionais: uma relação entre paradigmas, metanarrativas, pontos de interseção e segmentações teóricas. **Revista Pretexto**, 11(2), 95-112 <http://revista.fumec.br/index.php/pretexto/article/view/647>.
- Popper, K. R. (2004). **A lógica da pesquisa científica**: Editora Cultrix.
- Serva, M., Dias, T., & Alperstedt, G. D. (2010). Paradigma da complexidade e teoria das organizações: uma reflexão epistemológica. **Revista de Administração de Empresas**, 50(3), 276-287. https://www.scielo.br/scielo.php?pid=S0034-75902010000300004&script=sci_abstract&tlng=pt.
- Terence, A. C. F., & Escrivão Filho, E. (2006). Abordagem quantitativa, qualitativa e a utilização da pesquisa-ação nos estudos organizacionais. **Encontro Nacional de Engenharia de Produção**, 26, 1-9. https://www.abepro.org.br/biblioteca/ENEGEP2006_TR540368_8017.pdf.

Qualitative Methodology:

- Baskarada, S. (2014). Qualitative case study guidelines. **Baškarada, S. (2014). Qualitative case studies guidelines. The Qualitative Report**, 19(40), 1-25.
- Castillo-Montoya, M. (2016). Preparing for Interview Research: The Interview Protocol Refinement Framework. **Qualitative Report**, 21(5).
- Creswell, J.W. (2010). Projeto de pesquisa métodos qualitativo, quantitativo e misto. In **Projeto de pesquisa métodos qualitativo, quantitativo e misto**. Artmed.

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- Gibbert, M., Ruigrok, W., & Wicki, B. (2008). What passes as a rigorous case study? **Strategic Management Journal**, 29(13), 1465-1474.
- Gil, A. C. (2008). **Métodos e técnicas de pesquisa social**. 6.ed. Editora Atlas SA.
- Spradley, J. P. (2016). **The ethnographic interview**. Waveland Press.
- Yin, R. K. (2015). **Estudo de Caso: Planejamento e métodos**. Bookman editora.

Quantitative Methodology:

- **Noções de Probabilidade e Estatística** – 7ª edição, 3ª reimpressão revista, 2015, Edusp-Editora da Universidade de São Paulo. In co-authorship with Antonio Carlos P. de Lima, visit <http://www.ime.usp.br/~noproest>.
- Foss, N. J., Laursen, K., & Pedersen, T. (2011). Linking customer interaction and innovation: The mediating role of new organizational practices. **Organization science**, 22(4), 980-999.
- McGahan, Anita M.; Porter, Michael E. (1997) How much does industry matter, really? **Strategic Management Journal** 18,15-30.
- Newbert, S. L. (2008) Value, Rareness, Competitive Advantage, and Performance: A Conceptual-level empirical investigation of the resource-based view of the firm. **Strategic Management Journal** 29 (7), 745-768.

DISSERTATION SEMINAR

(30 credit hours -2 credits)

This course introduces students to the procedures that govern the construction of a dissertation project. By focusing on the techniques and methodologies of scientific work, it is a bridge between the subject of Scientific Methodology and the Master's dissertation. Its importance is central, as it is here that students will be able to learn and practice how to construct the project and the dissertation.

The course includes a presentation of strategies for constructing a dissertation project and the most common qualitative methods used in a professional master's degree.

Learning Objectives:

- To give participants a broad overview of how to formulate their dissertation project;
- To provide a revisit to the dissertation pre-project proposed during the selection process for the MPA, as well as to deepen it.

Bibliography:

- Marconi, M.; Lakatos, E. **Fundamentos de metodologia científica**. 7. Ed. São Paulo: Atlas, 2010. (Chapters 11, p.222 through 227; 6, 7 and 8).
- Gil, A. **Métodos e técnicas de pesquisa social**. 5.ed. São Paulo: Atlas, 1999. (Chapters 4, 5 and 6).
- Marconi, M.; Lakatos, E. **Fundamentos de metodologia científica**. 7.Ed. São Paulo: Atlas, 2010. (Chapter 9, p. 157 through 178).
- Nielsen, Flávia; Olivo, Rodolfo; Morilhas, Leandro. **Guia prático para elaboração de monografias: dissertações e teses em administração**. (chapter 4) In Press.
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SPECIAL TOPICS IN STRATEGY: HIGH GROWTH FIRMS

(15 credit hours - 1 credit)

High growth firms (HGFs) are enterprises that have at least 10 employees and average annualized growth – in terms of either turnover or headcount – greater than 20% per annum, over a three-year period (OECD, 2007) and include a vast array of business types: startups, family businesses, SMEs etc. Even though HGFs account for a tiny part of all businesses, they are responsible for the creation of most new jobs, driving economic development and innovation. This is the main reason they attract the interest of policy makers, academics and practitioners.

*In this course, we focus on different aspects of HGFs: **drivers, context, and growth processes**. You will understand the commonalities of HGFs and learn about what they do to grow faster than their competitors. You will see that the leadership, business models and structures, and strategic drivers of these businesses can be strikingly different from those found in the average firm. Finally, you will learn about the different types of growth processes and paths that are pursued by HGFs.*

Learning Objectives:

At the end of the course, you should be able to:

- Differentiate HGFs from other businesses;
- Explain the importance of HGFs to the economy and society;
- Indicate the main forces driving HGFs;
- Explain the different paths HGFs choose in order to grow at a high speed;
- Consider the key difficulties faced by firms that want to become an HGF.

Reading
<ul style="list-style-type: none"> • Global Entrepreneurship Index 2021 Chapters 1 e 2 • Wright, M., & Stigliani, I. (2013). Entrepreneurship and growth. International Small Business Journal, 31(1). • Pearce, D., & Pearce II, J. (2020). Distinguishing attributes of high-growth ventures. Business Horizons, 63(1). • Morris et al. (2018). Distinguishing Types of Entrepreneurial Ventures: An Identity-Based Perspective. Journal of Small Business Management.
<ul style="list-style-type: none"> • Jansen, J. J. P., Heavey, C., Mom, T. J. M., Simsek, Z., & Zahra, S. A. (2023). Scaling-up:Building, leading and sustaining rapid growth over time. The Journal of Management Studies.
<ul style="list-style-type: none"> • Pugliese, R. et al. (2021). What drives the growth of start-up firms? A tool for mapping the state-of-the-art of the empirical literature. European Journal of Innovation Management. 25(6). • Ben-Hafaïedh, C., & Hamelin, A. (2022). Questioning the Growth Dogma: A Replication Study. Entrepreneurship Theory and Practice. • Belitski, M., Stettler, T., Wales, W., & Martin, J. (2022). Speed and scaling: An investigation of accelerated firm growth. The Journal of Management Studies.

<ul style="list-style-type: none"> • Dillen, Y., Laveren, E., Martens, R., Vocht, S. D., & Van Imschoot, E. (2014). Growth persistence and profile robustness of high-growth firms. International Journal of Entrepreneurial Venturing, 6(4), 299. • Bianchini, S., Bottazzi, G., & Tamagni, F. (2017). What does (not) characterize persistent corporate high-growth? Small Business Economics, 48(3), 633–656. • Erhardt, E. C. (2021). Measuring the persistence of high firm growth: choices and consequences. Small Business Economics, 56(1), 451–478.
<ul style="list-style-type: none"> • Haase, A., & Eberl, P. (2019). The Challenges of Routinizing for Building Resilient Startups. Journal of Small Business Management. 57(S2). • Desantola, A., & Gulati, R. (2017). Scaling: Organizing and Growth in Entrepreneurial Ventures. Academy of Management Annals. 11(2).
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<ul style="list-style-type: none"> • Minola, T. et al. (2022). Under which circumstances do family SMES achieve high growth? A behavioural perspective. International Small Business Journal: Researching Entrepreneurship. • Lehmann, E. et al. (2019). Hidden champions and unicorns: a question of the context of human capital investment. Small Business Economics. 52(2).

SPECIAL TOPICS IN LEADERSHIP: GLOBAL MINDSET

(15 credit hours - 1 credit)

The globalized, interconnected and constantly changing world demands from organizations and individuals the ability to understand contexts that are different from their own and to adapt to unfamiliar situations, especially with regard to norms, beliefs, attitudes and behaviors from other cultures. Global mindset arises as a response to the need to broaden our vision of the world, to understand the impact of major global challenges on our daily practice and to better interact with individuals from other cultures. The course will discuss the concept and application of global mindset, both from an academic and practical point of view, exploring its interfaces with the strategy and management fields.

Expected Learning Outcomes:

- To understand the importance of a global mindset for managers and leaders of organizations of different sizes and industries, regardless of their degree of internationalization;
- To discuss the impacts of cultural differences on management and leadership styles in organizations;
- To critically evaluate your own global mindset, aiming at developing your leadership capability in a global context;
- To reflect on the global mindset of your team, organization and/or industry and propose improvement actions;
- To develop a rationale on the role of global mindset in your field of research, professional activity and as a response to society's major challenges.

Mandatory Readings:

- Ang, S.; Van Dyne, L.; Rockstuhl, Thomas. Cultural Intelligence: Origins, Conceptualization, Evolution, and Methodological Diversity. In: Gelfand, M. J. Chiu, C.; Hong, Y. **Handbook of Advances in Culture and Psychology**, vol 5, 2015. Oxford Scholarship Online.
- Barakat, L., Ramsey, J., Cretoiu, S., Lorenz, M., Rutti, R. (2014). A inteligência cultural como competência essencial para executivos e organizações globais. **DOM** (Fundação Dom Cabral), v. 8, n. 25.
- Kedia, B. L., & Mukherji, A. (1999). Global Managers: Developing A Mindset For Global Competitiveness. **Journal of World Business**, 34(3), 230-251.
- Gupta, A. K., & Govindarajan, V. (2002). Cultivating a global mindset. **Academy of Management Executive**, 16(1), 116-126.
- Javidan, M., & Bowen, D. (2013). **The 'Global Mindset' of managers**: What it is, why it matters, and how to develop it. *Organizational Dynamics*, 42(2), 145-155.
- Moore, Lynda. Caught in the Middle in Japan (Chapter 3). In: Javidan, M. & Walker, J.L. (2013). **Developing your global mindset: The handbook for successful global leaders**. Edina, MN: Beaver's Pond Press.

- Trajetórias de Internacionalização das Empresas Brasileiras. **Navegar pelos estudos diversos do Núcleo de Estratégia e Negócios Internacionais da Fundação Dom Cabral.**
- Alon, I., Boulanger, M., Myers, J., & Taras, V. (2016). The development and validation of the business cultural intelligence quotient. **Cross Cultural and Strategic Management**, 23(1), 78–100 .
- Javidan, M., & Teagarden, M. B. (2011). Conceptualizing and measuring global mindset. **Advances in Global Leadership**, 6, 13-39.
- Javidan, M., & Zaheer, A. (2021). The Geography of Trust: Building Trust in Global Teams. **Organizational Dynamics**, 50(2).
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- Andresen, M., & Bergdolt, F. (2017). A systematic literature review on the definitions of global mindset and cultural intelligence—Merging two different research streams. **The International Journal of Human Resource Management**, 28(1), 170-195.
- Guo, G. C., Al Ariss, A., & Brewster, C. 2020. Understanding the global refugee crisis: Managerial consequences and policy implications. **Academy of Management Perspectives**, 34(4), 531-545.
- Hruby, J., de Melo, R. J., Samunderu, E., & Hartel, J. (2018). Unpacking the Complexities of Global Mindset: A Multi-Lens Analysis. In **Advances in Global Leadership** (Vol. 11, pp. 97-143). Emerald Publishing Limited.
- Malik, A. R., Cooper-Thomas, H. D., & Zikic, J. (2014). The neglected role of cultural intelligence in recent immigrant newcomers' socialization. **International Journal of Cross Cultural Management**, 14(2), 195–213.

Complementary Readings:

- Abdala, V. D.; Barakat, L. L. (2012). O Gestor Global: Um profissional dotado de global mindset. **DOM** (Fundação Dom Cabral), v. 19, p. 9-19.
- Adler, N. J., & Bartholomew, S. (1992). Managing globally competent people. **Academy of Management Executive**, 6(3), 52-65.
- Ang, S., & Van Dyne, L. (2008). Conceptualization of cultural intelligence: Definition, distinctiveness, and nomological network. In S. Ang & L. Van Dyne (Eds.), **Handbook of cultural intelligence: Theory, measurement, and applications** (pp. 3-38). ME Sharpe.
- Ang, S., Van Dyne, L., & Koh, C. (2006). Personality Correlates of the Four-Factor Model of Cultural Intelligence. **Group & Organization Management**, 31(1), 100-123.
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- House, R., Hanges, P. J., Javidan, M., Dorfman, P., & Gupta, V. (2004). **Culture, leadership, and organization:** The GLOBE study of 62 societies. London: Sage Publications.
- Middleton, J. (2014). **Cultural Intelligence:** The Competitive Edge for Leaders Crossing Boundaries. Bloomsbury Publishing PLC.
- Rhinesmith, S. H. (1992). **Global mindsets for global managers.** Training and Development, (10), 63-69.
- Project Globe.
- Stroh, L. K., & Caligiuri, P. M. (1998). Increasing Global Competitiveness through Effective People Management. **Journal of World Business**, 33(1), 1.

SPECIAL TOPICS IN STRATEGY: SUPPLY CHAIN MANAGEMENT

(15 credit hours - 1 credit)

There is a new order in the supply chain realm resulting from several reasons. Among them, a post pandemic reconfiguration in global logistics, the highly accelerated pace of digital evolution, a new balance of geopolitical forces, mainly those consolidated as raw material sources, the leading role of China in consumer products, and a crucial phenomenon of empowerment of clients and customers in the demand chain. Manufacturers worldwide are going to be under greater political and competitive stress to increase their domestic production and grow employment in their home countries. They will also have a permanent and deep analytical mapping to reduce or even eliminate their dependence on sources that are perceived as risky and rethink their equilibrium among lean manufacturing and inventory held in their global supply chains, and, ultimately, trying to achieve a tradeoff between operational costs and aggregate value to the market.

Expected Learning Outcomes:

- To understand the global trends in the supply chains, and their importance in the fields of intelligent sourcing, inventory management, and logistical strategies;
- To discuss the differences and characteristics of efficient and responsive supply chains, involving customizing manufacturing services, accelerate production without sacrificing quality or precision;
- To understand the critical role of the equilibrium between standardized and customized supply chain strategies to achieve more process efficiency and value delivered in supply chain management;
- Supply Chain 4.0, the new generation in Supply Chain Management with a focus on warehousing, fleet management, inventory control, and demand planning.

Mandatory Readings:

- Cripps, J. (2022) **After COVID-19: supply chain change**. IJCBE Vol. III, No. 1, pp. 36 – 46.
- Madhani, P. M. (2019) Building a Customer-Centric Supply Chain Strategy: Enhancing Competitive Advantages. **The IUP Journal of Business Strategy**, Vol. 16, No. 2, pp. 28-42.
- Agnes, C. O., Sodruddeen A. A., and Emmanuel A. A. (2024) The role of technology in supply chain risk management: Innovations and challenges in logistics. **Magna Scientia Advanced Research and Reviews**, 10(02), 138–145.
- Xue-Ming. Y., and Anrong, X. (2023) **Supply Chain 4.0: New Generation of Supply Chain Management**. MDPI - Multidisciplinary Digital Publishing Institute, Editorial. Logistics 2023, 7, 9.

Complementary / Optional:

- KPMG (2022) Future Supply Chain: The road to everywhere. **KPMG Australia**. Available at.
- Shivane et al. (2023) Emerging Trends in Supply Chain Management and its Impact on Business Operations. **Empirical Economics Letters**, 22, Special Issue 4.

THEORY OF ORGANIZATIONS

(15 credit hours -1 credit)

The subject aims to discuss and understand the key phenomena present in the most diverse types of organizations. These phenomena contribute to their formation, functioning and development, and have a direct impact on their shape, direction and performance. Knowledge of organizational theories provides the participant with an increased level of awareness of the reality of their organization, their interpersonal relationships and their own person as a professional.

Objectives:

- Examine how the theories worked on in class affect the actual behavior of the most diverse types of business;
- Describe the common core of these theories and the relationships between them;
- Demonstrate the ability to translate the knowledge applied in the classroom into business practice.

Basic Bibliography:

- Morgan, G. (1996). **Imagens da organização**. Atlas.
- Faria, J. H. de., & Meneghetti, F. K. (2011). Burocracia como organização, poder e controle. **Revista de Administração de Empresas**, 51(5), 424–439.
- Taylor, F. W. (2006). **Princípios de administração científica**. Atlas.
- Mayo, E. (1993). **El experimento de Hawthorne en la Western Electric Company**. C. Ramio and X. Ballart (comps.) *Lecturas de Teoría de la Organización*, 1, 213-230.
- Pagès, Max et al. (1987) **O poder das organizações**. Atlas.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional Isomorphism and collective rationality in organizational fields. **American Sociological Review**, 48(2), 147–160.
- Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the process of sensemaking. **Organization Science**, 16(4), 409–421.
- Davis, G. F. (2015). Editorial essay: What is organizational research for? **Administrative Science Quarterly**, 60(2), 179-188.
- Barley, S. R. (2016). 60th anniversary essay: Ruminations on how we became a mystery house and how we might get out. **Administrative Science Quarterly**, 61(1), 1-8.

Complementary Bibliography:

- Adler, P. S. (2001). Market, Hierarchy, and Trust: The Knowledge Economy and the Future of Capitalism. **Organization Science**, 12(2), 215–234.
- Antonacopoulou, E. P. (2006). The Relationship between Individual and Organizational

Learning: New Evidence from Managerial Learning Practices. **Management Learning**, 37(4), 455–473.

- Besharov, M. L., & Smith, W. K. (2014). Multiple institutional logics in organizations: Explaining their varied nature and implications. **Academy of Management Review**, 39(3), 364–381.
- Bill McEvily, Vincenzo Perrone, A. Z. (2003). **Trust as an Organizing Principle**. *Organization*, 14(1), 91–103.
- Calvard, T. S. (2016). Big data, organizational learning, and sensemaking: Theorizing interpretive challenges under conditions of dynamic complexity. **Management Learning**, 47(1), 65–82.
- Ganzin, M., Islam, G., & Suddaby, R. (2020). Spirituality and Entrepreneurship: The Role of Magical Thinking in Future-Oriented Sensemaking. **Organization Studies**, 41(1), 77–102.
- Gümüşay, A. A., Claus, L., & Amis, J. (2020). Engaging with Grand Challenges: An Institutional Logics Perspective. **Organization Theory**, 1(3).
- Hatch, M. J., & Schultz, M. (1997). Relations between organization culture, identity and image. **European Journal of Marketing**, 31, 356–365.
- **Institutions and Institutional Work**. *The SAGE Handbook of Organization Studies*, 215–254 (read only until page 238).
- Li, M., & Gao, F. (2003). Why Nonaka highlights tacit knowledge: a critical review. **Journal of Knowledge Management**, 7(4), 6–14.
- Maitlis, S., Vogus, T. J., & Lawrence, T. B. (2013). Sensemaking and emotion in organizations. **Organizational Psychology Review**, 3(3), 222–247.
- Morgan, G. (2011). Reflections on Images of Organization and Its Implications for Organization and Environment. **Organization & Environment**, 24(4), 459–478.
- Morris, M. H., Neumeier, X., Jang, Y., & Kuratko, D. F. (2018). Distinguishing Types of Entrepreneurial Ventures: An Identity-Based Perspective. **Journal of Small Business Management**, 56(3), 453–474.
- Oswick, C., & Grant, D. (2015). Re-Imagining Images of Organization. **Journal of Management Inquiry**, 25(3), 338–343.
- Schein, E. (2015). **Taking Culture Seriously in Organization Development**. *Practicing Organization Development: Leading Transformational Change: Fourth Edition*, 233–244.
- Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values. Online Readings in **Psychology and Culture**, 2(1).
- Schwartz, S. H. (2012). **Values: cultural and individual**. *Fundamental Questions in Cross-Cultural Psychology*.
- Sorge, A. (2008). Creating a High-Trust Organization: An Exploration into Organizational Policies that Stimulate Interpersonal Trust Building. **Journal of Management Studies**, July.
- Suddaby, R., Seidl, D., & Le, J. K. (2013). Strategy-as-practice meets neo-institutional theory. **Strategic Organization**, 11(3).
- Thornton, P. H., & Ocasio, W. (2005). Institutional Logics. In **The Sage Handbook of Organizational Institutionalism**.

- Weick, K. E. (2020). Sensemaking, Organizing, and Surpassing: A Handoff*. **Journal of Management Studies**, 57(7), 1420–1431.
- Williamson, O. E. (2000). The new institutional economics - Taking stock, looking ahead. **Journal of Economic Literature**, 38(3), 595–613.

SPECIAL TOPICS IN STRATEGY: STRATEGY IN PUBLIC ORGANIZATIONS

(15 credit hours - 1 credit)

The public sector has undergone a number of transformations, especially with regard to the functions of the state, its relationship with society and its role in promoting development. This has sparked debates about the dynamics of how public organizations work and, as a consequence, the need to adopt unconventional approaches to building and implementing strategies in contexts that are increasingly based on collaborative arrangements. In other words, this means consolidating alliances that ensure synergy by expanding spaces for the co-creation of value and proposing creative and innovative solutions that guarantee the legitimacy and viability of the transformations demanded by society.

The backdrop guiding the debates in the field is, most importantly, the complexity of the public problem, characterized by the widening gap between social demands (to meet the needs of the population) and the state's capacity (especially that expressed in the public budget) to meet these demands in the various areas of public policy. In addition, there is an environment around this gap which is under pressure from interest groups seeking to influence the public choice process.

These aspects, among others, make it relevant for public organizations to use strategy as a mechanism for guidance, prioritization and legitimization. Strategic formulation in public organizations has always been linked to the idea of defining a desired future and choosing effective ways to achieve it. If, in the business environment, strategy is geared towards survival, positioning and growth within competitive markets, in the public environment, as competition is not always declared, organizational strategy is geared towards creating value for society.

Objectives:

- Understand, based on the set of transformations that mark the current and future context of the public sector (especially the challenges of external control), the relevance of strategy oriented towards the creation of public value;
- Encourage participants to learn about and practice changing their mindset in order to strengthen their ability to execute strategy in the public sector;
- Promote the development of skills in analysis, critical appraisal and practical application of Strategy in Public Organizations. It is hoped that, at the end of the course, the participant will be able to identify the main contributions in the field of knowledge related to the theme of the course and use them to achieve institutional results.

Basic Bibliography:

- Bryson, J. **Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational**. Wiley. 2017.
- Bryson, J.; Hamilton, L. **Strategic Planning in the Public Sector**. Oxford Research Encyclopedia of Business and Management, 2017.
- Bryson, J.; Crosby, B. Leading Social Transformations: Creating Public Value and Advancing the Common Good. **Journal of Change Management**, 2021.

- Bryson, J.; George, B. **Strategic Management in Public Administration**. Oxford University Press, 2020.
- Bryson, J. **The Future of Strategizing by Public and Nonprofit Organizations**. Political Science and Politics. 2021.
- Daim T.; Phaal, R.; Meissner D.; Kerr, C. **Roadmapping for Strategy and Innovation: Aligning Technology and Markets in a Dynamic World**. Springer. 2023.
- George, Bert. Successful Strategic Plan Implementation in Public Organizations: Connecting People, Process and Plan (3Ps) Article in **Public Administration Review**. March 2020 City University of Hong Kong. 2020.
- Kaplan, R. S.; Norton, D. P. **Mapas estratégicos: convertendo ativos intangíveis em resultados tangíveis**. Rio de Janeiro: Elsevier, 2004.
- Martins, H.; Mota, J.; Marini, C. **Modelos de negócio na esfera pública: o modelo Canvas de governança pública**. Rio de Janeiro. Cad. EBAPE.BR 2019.
- Martins, H.; Marini, C. **Um Guia de Governança para Resultados na Administração Pública**. Brasília: Editora Publix, 2010.
- Mintzberg, H.; Ahlstrand, B.; Lampel, J. **Safári de estratégia: um roteiro pela selva do planejamento estratégico**. Bookman, 2000.
- Moore, M. **Criando Valor Público: gestão estratégica no governo**. Editora Letras e Expressões. 2002.
- Matus, C. Política, **Planejamento e governo**. Brasília: Ipea, 1993.
- Walker, D. **GAO Answers the Question: What's in a Name?** GAO. 2004.

Complementary Bibliography:

- Agranoff, R. **Managing within networks: Adding Value to Public Organizations**. Georgetown University Press, 2007.
- Barzelay, M. **A gestão pública como uma disciplina profissional orientada ao design**. Brasília, ENAP, 2021.
- Bertalanffy, L. **Teoria geral dos sistemas**. 2.ed. Petrópolis: Vozes, 1975.
- Coutinho, H. **Da estratégia ágil aos resultados: uma combinação de abordagens adaptativas, mudanças dialógicas e gestão avançada de projetos**. Editora Saraiva, 2019.
- Elbanna, S.; Andrews, R.; Pollanen, R. Strategic planning and implementation success in public service organizations. **Public Management Review**, 2016.
- Goldsmith; Eggers. **Governar em rede: o novo formato do setor público**. Brasília: ENAP, 2006.
- Marini, C.. **Estratégia: Plano Estratégico do RN 2016-2035**. SEPLAN RN, 2016.
- Marini, C.; Martins, H. **Todos por Pernambuco em tempos de governança: conquistas e desafios**. Recife: CCS Gráfica e Editora, 2014.
- Martins, H.; Marini, C. Governança Pública Contemporânea – Uma Tentativa de Dissecção Conceitual. Brasília, **Revista TCU** n. 130, 2014.

- Martins, Humberto; Marini, Caio. **Matrix Government** – Networked Structures to Generate Development Results. 8th International Seminar on the Theories of China Finance and Economics and Frontline Practice. Beijing China, 2008.
- Mintzberg, H. Administrando governos, governando administrações – **Revista do Servidor Público** Ano 49 n. 4 Ramió, C – 2001. Los problemas de la implementacion de la nueva gestión pública em las administraciones públicas latinas: modelo de estado y cultura institucional – Revista Reforma e Democracia CLAD October 1998.
- Reeves, M.; Haanaes, K.; Sinha, J. **Sua Estratégia Precisa de Uma Estratégia**. DVS Editora Toni, J. 2021.
- REFLEXÕES SOBRE O PLANEJAMENTO ESTRATÉGICO NO SETOR PÚBLICO. **Cadernos ENAP**, 2015.
- Trosa, S. **Gestão Pública por Resultados**: quando o Estado se compromete. Editora Revam, 2001.
- Waiser, A.; Jarzabkowski, P.; Laamanen, T. Completing the adaptive turn: an integrative view of strategy implementation. **Academy of Management Annals** 2020, Vol. 14. <https://doi.org/10.5465/annals.2018.0137>.
- Walter, J.; Pando, D. **Planificación Estratégica**: nuevos desafíos y enfoques en el ámbito público. SSAP, Buenos Aires, 2014.

SPECIAL TOPICS IN STRATEGY: STRATEGY IN TIMES OF TECHNOLOGICAL REVOLUTION

(15 credit hours - 1 credit)

The digitization of services and processes affects corporate business models and the competitive dynamics of entire sectors. Digital transformation is an organizational change that involves a range of economic agents - companies, entrepreneurs and consumers - and generates socio-economic impacts throughout the innovation chain. Examples include artificial intelligence, the internet of things, block chain, metaverse, “free services” based on advertising, as well as the “uberization” of various sectors, such as banking and education. The digital transformation represents a challenging scenario and an imminent threat for many traditional or pre-digital companies, which are facing profound changes. The expression “creative destruction” was popularized by Austrian economist Joseph Schumpeter as a process through which new entrants replace existing organizations. Cases of large companies that have struggled to cope with major technological discontinuities - such as Polaroid, Nokia and Blockbuster - feed the imagination of managers that “disruption” is coming and threatens the longevity of their businesses.

This course aims to discuss today's technological revolution from a strategic perspective - are we living through a paradigm shift? How do digital innovations affect organizations, their structures and culture? Why do many organizations not survive transformational innovations? How do we deal with radical and disruptive innovations?

Based on neo-Schumpeterian theory, the course examines concepts such as technical-economic paradigms, technological trajectories, disruption, radical innovation and open innovation.

Learning Objectives:

- Analyze digital transformation in the light of neo-Schumpeterian theory, describing the implications of technological revolutions for the adaptation and survival of organizations;
- Identify solutions to organizational challenges linked to innovation;
- Contextualize the discipline's discussions for the organization in which you work or have worked, using executive language to disseminate knowledge to your peers.

Mandatory Reading:

- Perez, C. (2010). Technological revolutions and techno-economic paradigms. **Cambridge Journal of Economics**, 34(1), 185–202.
- Bodrožić, Z., & Adler, P. S. (2022). Alternative futures for the digital transformation: A macro-level Schumpeterian perspective. **Organization Science**, 33(1), 105–125.
- Tripsas, M., & Gavetti, G. (2000). Capabilities, cognition, and inertia: Evidence from digital imaging. **Strategic Management Journal**, 21(10–11), 1147–1161.
- Christensen, C. M., McDonald, R., Altman, E. J., & Palmer, J. E. (2018). Disruptive innovation: An intellectual history and directions for future research. **Journal of Management**, 55(7), 1043–1078.

- Eggers, J. P., & Park, K. F. (2018). Incumbent adaptation to technological change: The past, present, and future of research on heterogeneous incumbent response. **Academy of Management Annals**, 12(1), 357–389.
- Vuori, T. O., & Huy, Q. N. (2016). Distributed attention and shared emotions in the innovation process. **Administrative Science Quarterly**, 61(1), 9–51
- Smith, P., & Beretta, M. (2021). The gordian knot of practicing digital transformation: Coping with emergent paradoxes in ambidextrous organizing structures. **Journal of Product Innovation Management**, 38(1), 166–191.
- Pisano, G. P. (2015). You need an innovation strategy. **Harvard Business Review**, 93(6), 44–54.
- Zeng, J., & Mackay, D. (2019). The influence of managerial attention on the deployment of dynamic capability: A case study of Internet platform firms in China. **Industrial & Corporate Change**, 28(5), 1173–1192
- Laursen, K., & Salter, A. (2023). What we know about open innovation, unresolved issues, and a checklist for future research. **Journal of Industrial and Business Economics**, 50, 743–764.
- Bogers, M., Burcharth, A., & Chesbrough, H. (2019). Open innovation in Brazil: Exploring opportunities and challenges. **International Journal of Innovation**, 7(2), 178–195.
- Bogers, M., Chesbrough, H., & Strand, R. (2020). Sustainable open innovation to address a grand challenge: Lessons from Carlsberg and the Green Fiber Bottle. **British Food Journal**, 122(5), 1505–1517.

Complementary Reading:

- Dosi, G. (1982). Technological paradigms and technological trajectories. **Research Policy**, 11(3), 147–162.
- Siebert, D. (Director). (2016). **The man who discovered capitalism** [Film]. Philipp filmproduction GmbH & Co.
- Hill, C. W. L., & Rothaermel, F. T. (2003). The performance of incumbent firms in the face of radical technological innovation. **Academy of Management Review**, 28(2), 257–274.
- Pisano, G. P. (2019). The hard truth about innovative cultures. **Harvard Business Review**, 97(1), 62–71.
- Birkinshaw, J. (2022). How incumbents survive and thrive. **Harvard Business Review**, 100(1), 36–42.
- McGahan, A. M., Bogers, M. L. A. M., Chesbrough, H., & Holgersson, M. (2021). Tackling societal challenges with open innovation. **California Management Review**, 63(2), 49–61.

SPECIAL TOPICS IN STRATEGY: PUBLIC AND SUSTAINABLE FINANCE

(15 credit hours - 1 credit)

The aim of this course is to discuss important issues in public finance and how it can be managed to become sustainable. In order to achieve sustainability, public finance needs to go beyond what is set out in the regulations, incorporating elements of strategic planning, its link with the budgeting process, building execution/implementation capacity, the search for sustainable public procurement, sustainable people management, monitoring with good, active and well-designed control and evaluation metrics. With these initiatives, public finances cease to be just a formality and start to sustainably guide the development and creation of public value.

Objectives:

- Identify and define the basic concepts and terms used in Planning and Public Finance;
- Understand the importance of Strategic Planning for Sustainable Public Finance, and the implications and relationships between Strategic Planning and Public Budgeting;
- Understand the importance of the ability to implement Strategic Planning through a budget;
- Understand the importance of sustainable public procurement;
- Understand the importance of monitoring and good metrics for implementation and sustainability;
- Understand the importance of evaluation for the process of Knowledge Generation, Adaptation, Innovation and Continuous Improvement of processes.

Basic Bibliography:

- Biderman, R.; Macedo, L. S. V. D.; Monzoni Neto, M. P.; Mazon, R. **Guia de compras públicas sustentáveis: uso do poder de compra do governo para a promoção do desenvolvimento sustentável**. Centro de Estudos em Sustentabilidade (FGVces). 2008.
- Coradini, L. M. P.; Araújo, S. M. V. de. Maturidade e Efetividade no Monitoramento do Orçamento Público. **Revista Debates em Administração Pública –REDAP**, vol. 4, n.4. 2023.
- Couto, H. L. G. D.; Ribeiro, F. L. Objetivos e desafios da política de compras públicas sustentáveis no Brasil: a opinião dos especialistas. **Revista de Administração Pública**, 50, 2016. 331-343.
- Gomide, A. A.; Couto, L. F. "Public Sector Planning", Lisboa, E.; Gomes, R.C.; Martins, H.F. (Ed.) **The Brazilian Way of Doing Public Administration**, Emerald Publishing Limited, Leeds, 2023. pp. 11-22. <https://doi.org/10.1108/978-1-80262-655-120231002>
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SPECIAL TOPICS IN STRATEGY: INNOVATION AND DIGITAL STRATEGY

(15 credit hours - 1 credit)

There is no doubt about the importance of innovation for organizations, regardless of their size or sector. It is therefore necessary to implement coherent strategies, based on the demands of customers, markets and available resources and aligned with the strategic organizational context. In this sense, it is very important to understand that innovation is associated with themes such as process improvement, new products, services, result indicators, new values, cooperation with the market, universities and long-term vision.

At the same time, recent advances in new digital technologies indicate a significant challenge for current management models in the search for application and tangible results. In addition to understanding what these digital technologies are, the ambition of companies in search of short-term productivity gains or an understanding of possible future applications is a determining factor.

To this end, this course aims to understand and apply knowledge of innovation and digitalization, suggesting new strategic models for innovation, its execution and results, considering the practical experiences of relevant Brazilian and multinational companies.

Learning Objectives:

- Understand that innovation is related to critical issues such as innovation strategy, processes, projects, culture and results. In addition, advances in digital technologies bring a new challenge for productivity gains. In other words, a real understanding of digital ambition of companies and how to apply these new technologies in the short and long term become decisive for organizational growth;
- Analyze and apply the technical knowledge of innovation and digital ambition suggested by the course in a practical project in the executive world, using the garage method.

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- Liedtka, Jeanne. Perspective: Linking design thinking with innovation outcomes through cognitive bias reduction. **Journal of Product Innovation Management**, Oxford, v. 32, n. 6, p. 925 – 938, Nov. 2015.
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SPECIAL TOPICS IN STRATEGY: MARKETING AND CONSUMER BEHAVIOR

(15 credit hours - 1 credit)

Historically, brands have had to adapt quickly to changes in the environment, which in the current context includes the evolution of consumer expectations, the growing demand for sustainability and social responsibility, and digital transformation, as well as strong competition in the market.

The debate on sustainability issues, especially in relation to consumption, has become relevant to the academic community, professionals and public policy makers. This debate is also reflected in the management of brands, which face pressure to adopt sustainable practices in all their operations, from production to distribution. This includes reducing their carbon footprint, using recyclable materials and promoting social responsibility, among other things.

On the consumer side, it's not enough to get the right products or services from a particular company. They want to see other values associated with the brand. Consumers are increasingly demanding and informed, looking for brands that not only offer quality products, but also align themselves with ethical and sustainability values.

Beyond sustainability issues, digitalization continues to shape how brands communicate and interact with consumers. Digital marketing strategies, e-commerce and social media presence are essential, but they also require constant investment and innovation. Providing a satisfying and memorable customer experience has become crucial. Brands need to engage their consumers in innovative and relevant ways, both online and offline.

From a market perspective, with globalization and easier access to the internet, the arena of competition has expanded, and brands are competing not only with local companies, but also with major global players, which requires differentiated strategies to stand out in the market.

The course 'marketing and consumer behavior' will cover the evolution of the concepts of marketing and consumer behavior that have brought us to this point, and discuss the contemporary challenges of this field of knowledge, covering both the academic perspective and professional practice.

Learning Objectives:

- Analyze the evolution of the marketing and consumer behavior concepts;
- Discuss contemporary perspectives on consumer behavior;
- Discuss contemporary brand management challenges;
- Contextualize the course's discussions for organizations, exploring impacts on professional practice.

Mandatory Reading:

- Damázio, L. F., Shigaki, H. B., & Gonçalves, C. A. (2022). Gestão contemporânea de Marketing: Proposição de um modelo teórico. **Revista De Ciências Da Administração**, 24(63). <https://periodicos.ufsc.br/index.php/adm/article/view/70549>. **Available on pdf format at (Link to access).**
- Hermann, E., & Puntoni, S. (2024). Artificial intelligence and consumer behavior: From

predictive to generative AI. **Journal of Business Research**, 180, N.PAG. **Available on pdf format. Base Science Direct.**

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Complementary Reading:

- Aguiar-Costa, L. M., Cunha, C. A. X. C., Silva, W. K. M., & Abreu, N. R. (2022). Customer satisfaction in service delivery with artificial intelligence: A meta-analytic study. **RAM. Mackenzie Management Review / RAM. Revista de Administração Mackenzie**, 23(6), 1–29.
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- Vera, L. A. R., Gosling, M. de S., & Shigaki, H. B. (2019). Teoria da Cultura do Consumo: possibilidades, limitações e caminhos em estudos de marketing no Brasil. **Revista De Gestão Dos Países De Língua Portuguesa**, 18(1), 15–32.

SPECIAL TOPICS IN STRATEGY: COLLABORATIVE MOVEMENTS IN ORGANIZATIONS

(15 credit hours - 1 credit)

Inter-organizational collaborative arrangements - alliances, partnerships, networks, platforms and ecosystems - have become a reality for private and public organizations, civil society organizations and governments. Collaborative strategies are a response to a series of challenges faced by organizations, such as increasing competition, collapsing of boundaries between sectors, obsolescence of products, need for constant innovation, speed of technological change, getting closer to stakeholders and solving major societal challenges. Collaborative strategies are an alternative perspective to the traditional assumptions of strategy based on individualistic competition. Although it is a promising strategy, many collaborative strategies show disappointing results. Among the reasons for such outcomes are the way the partners collectively deal with knowledge management and the learning process, the governance of the relationship, the inadequacy of processes and the lack of leaders capable of working in horizontal environments. Thus, the integration of all the players involved requires superior governance for effective knowledge transfer and collective action, thus leading to the main objective of learning and collaboration. This course looks at collaborative movements from multiple conceptual perspectives and empirical contexts, such as innovation networks, value chains, business ecosystems and platforms. It thus offers a holistic approach to an organizational phenomenon that is attracting increasing interest from researchers and managers.

Learning Objectives:

- Understand the different collaborative strategies and their governance;
- Discuss the role of collaborative governance in minimizing society's grand challenges;
- Analyze the organizational capabilities needed to create and manage collaborative strategies;
- Reflect on the potential, limits and applications of collaborative strategies.

Basic Bibliography:

- Dawson Jr, G. E., Antunes Jr, J. A. V., Wegner, D., & Adami, V. S. (2024). Creating a digital platform for the agricultural cooperative system through interorganizational collaboration. **Journal of Rural Studies**, 110, 103388.
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- 13 - Wegner, D., & Verschoore, J. (2022). Network governance in action: Functions and practices to foster collaborative environments. **Administration & Society**, 54(3), 479-499.

Complementary Bibliography:

- Fuller, J., Jacobides, M. G., & Reeves, M. (2019). The myths and realities of business ecosystems. **MIT Sloan Management Review**, 60(3), 1-9.
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- Kaufmann, L. J., & Danner-Schröder, A. (2022). Addressing grand challenges through different forms of organizing: A literature review. **Organizing for Societal Grand Challenges**. pp. 163-186.
- Dyer, J. H., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. **Academy of Management Review**, 23(4), 660-679.
- Dhanaraj, C., & Parkhe, A. (2006). Orchestrating innovation networks. **Academy of Management Review**, 31(3), 659-669.
- van den Oord, S., Kenis, P., Raab, J., & Cambré, B. (2023). Modes of network governance revisited: Assessing their prevalence, promises, and limitations in the literature. **Public Administration Review**, 83(6), 1564-1598.

SPECIAL TOPICS IN STRATEGY: BUSINESS AND CLIMATE CHANGE

(15 credit hours - 1 credit)

This course comprehensively explores the complex and urgent intersection between business and climate change. Climate change imposes a series of challenges and opportunities for organizations in all sectors, requiring a proactive and strategic response. Through a multidisciplinary approach, students will examine the impacts of climate change on the operations of organizations, exploring climate risk management strategies, sustainable business practices and the role of corporate responsibility in addressing climate-related issues. The course covers the knowledge and tools needed to navigate the evolving landscape of climate-conscious business management.

Learning Objectives:

- Understand the science behind climate change and its implications for companies;
- Analyze the risks and opportunities for organizations, associated with climate change;
- Develop strategies to mitigate climate-related risks and integrate sustainability into business operations;
- Evaluate the role of corporate responsibility and ethics in managing climate change;
- Apply climate awareness principles to real business scenarios and case studies.

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- Busch, T.; Lewandowski, S. Corporate Carbon and Financial Performance: A Meta-analysis. **Journal of Industrial Ecology**, 22, n. 4, p. 745-759, 2018.
- Besio, C.; Pronzini, A. Morality, Ethics, and Values Outside and Inside Organizations: An Example of the Discourse on Climate Change. **Journal of Business Ethics**, 119, n. 3, p. 287-300, 2014.
- Galbreath, J. Corporate governance practices that address climate change: an exploratory study. **Business Strategy and the Environment**, 19, n. 5, p. 335-350, 2010.
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- Albitar, K.; Al-Shaer, H.; Liu, Y. S. **Corporate commitment to climate change**: The effect of eco-innovation and climate governance. Research Policy, 52, n. 2, p. 104697, 2023.
- Bolton, R.; Hannon, M. **Governing sustainability transitions through business model innovation**: Towards a systems understanding. Research Policy, 45, n. 9, p. 1731-1742, 2016

SPECIAL TOPICS IN STRATEGY: MULTISECTORAL COLLABORATION NETWORKS FOR SUSTAINABLE DEVELOPMENT

(15 credit hours - 1 credit)

Multisectoral Collaboration Networks for Sustainable Development have become a reality for private organizations, public organizations and governments. Collaborative strategies are a response to a series of challenges faced by society. Collaborative strategies are an alternative perspective to the traditional assumptions of strategy based on individual actors. Although it is a promising strategy, many collaborative strategies have disappointing results. Among the reasons given for these poor outcomes are the way the partners collectively deal with knowledge management and the learning process, the governance structure established, the inadequacy of processes and the lack of leaders capable of working in horizontal environments. Thus, the integration of all the actors involved requires superior governance to promote collective action and sustainable development. This course looks at multisectoral collaboration networks from multiple conceptual perspectives and empirical contexts. It thus offers a holistic approach to the organizational phenomenon that is attracting increasing interest from researchers and managers.

Objectives:

- Understand the different forms of collaboration networks and their governance;
- Discuss the role of collaborative governance in minimizing society's major challenges;
- Analyze the skills needed to create and manage collaborative strategies;
- Reflect on the potential, limits and applications of collaborative strategies.

Basic Bibliography:

- Addo, A. Orchestrating a digital platform ecosystem to address societal challenges: A robust action perspective. **Journal of Information Technology**, vol. 37, n. 4, 2022. 359-386.
- Ansell, C.; Gash, A. Collaborative platforms as a governance strategy. **Journal of Public Administration Research and Theory**, vol. 28, n. 1, 2018. 16-32.
- Ansell, C.; Miura, S. (2020). Can the power of platforms be harnessed for governance?. **Public Administration**, vol. 98, n. 1, 261-276.
- Beck, T. E.; Plowman, D. A. Temporary, emergent interorganizational collaboration in unexpected circumstances: A study of the Columbia space shuttle response effort. **Organization Science**, vol. 25, n. 4, 2014. 1234-1252.
- Bryson, J. M.; Crosby, B. C.; Stone, M. M. The design and implementation of Cross-Sector collaborations: Propositions from the literature. **Public Administration Review**, 66, 2006. 44-55.
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Complementary Bibliography:

- Addo, A. Orchestrating a digital platform ecosystem to address societal challenges: A robust action perspective. **Journal of Information Technology**, vol. 37, n. 4, 2022, 359-386.
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- Bryson, J. M.; Crosby, B. C.; Stone, M. M. (2006). The design and implementation of Cross-Sector collaborations: Propositions from the literature. **Public Administration Review**, 66, 44-55.
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Ansell, C. & Torfing, J. Chapter 43. pp. 498-509. Cheltenham (UK): ElgarOnline.

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SPECIAL TOPICS IN STRATEGY: SOCIETY, STATE AND PUBLIC ADMINISTRATION IN BRAZIL

(15 credit hours - 1 credit)

The purpose of this course is to address the processes of building the modern state (in its facets of the rule of law and the welfare state) and the implementation of a professional public administration (bureaucracy), both from the “universal” perspective (based on the historical process of the current consolidated democratic states) and from the Brazilian perspective - to a large extent seeking to highlight the parallels, similarities and peculiarities of both perspectives. Table 1 presents the description of the course and reveals, in the form of detailed topics, an argumentative structure. For both perspectives (general or universal and Brazilian), it presents a trajectory marked by well-defined phases: consolidation of a state model and bureaucracy, which enter into crisis due to contextual and structural factors, initiating a reform movement that yields frustrations, side effects and prompts the emergence of new reform approaches.

Objectives:

- Identify the building blocks of the modern state and government bureaucracy;
- Understand the Crisis of the State in its various dimensions;
- Understand state reform;
- Understand the elements that led to the crisis of state reform and emerging conceptions.

Module	General Perspective	Brazilian Public Administration Perspective
The construction of the modern state and government bureaucracy	Text 2-The State as a creation of society: The pre-modern or patrimonial State and patrimonialist administration; The Rule of Law and minimalist bureaucratic public administration; The welfare state and the affirmation of progressive bureaucratic public administration.	Text 3 - Society as a creation of the State: The origins of the Brazilian patrimonial state; The “DASP” Modernization of the Estado Novo Regime; Redemocratization and the advent of “Parallel Administration”; The Military Regime and its “Administration for Development”.
The crisis of the state	Text 4 - The exhaustion of the conditions that consolidated the welfare state: Conservative liberal critique and neo-institutional thinking: the state as a problem; Criticism from the left: exclusion and inefficiency; The limits of the welfare state.	Text 6 - The era of de-modernization: The transition to democracy and the belated perception of the crisis of the State; The New Republic and the “Age of De-modernization”; The exhaustion of the Administration for development.
	Text 5 - The problem of bureaucracy and the integration of politics and administration	

Module	General Perspective	Brazilian Public Administration Perspective
Reform of the state	Text 7 - The reform of the state State reform from an international perspective; New Public Management: main themes, proposals and paradigmatic experiences.	Text 8 - State reform in the FHC era: diversity and fragmentation Institutional reform (contractual models and improved management); Management of support activities (HR, IT, procurement, etc.); Strategic management (PPA by programs); Regulatory apparatus; Social management; Fiscal management.
The crisis of state reform and emerging concepts	Text 9 - The crisis of state reform and the new administration incompleteness and dysfunctions for development	Text 10 - A revisit to the state crisis in Brazil.
		Text 11 - State reform in the Lula government: a fragmented domain.

Complementary Bibliography:

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experiences)

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SPECIAL TOPICS IN LEADERSHIP: DIVERSITY IN ORGANIZATIONS

(15 credit hours - 1 credit)

The course aims to promote knowledge about human differences and understand how they influence organizational dynamics, including the decision-making process, group formation and performance analysis, enabling participants to manage Diversity and Inclusion in organizations.

Learning Objectives:

- Know the concept of differences and the basic characteristics of human diversity;
- Understand how these differences affect people's social life in society and in organizations;
- Create information on diversity and inclusion;
- Analyze data and adopt policies and practices in line with organizational objectives.

Theme	Reading
Fundamental Concepts and dimensions of diversity	Morfaki, C., & Morfaki, A. (2022). Managing workforce diversity and inclusion: A critical review and future directions. International Journal of Organizational Leadership , 11(4), 426-443. Silva, J. S. S. (2022). Deficiência, diversidade e diferença: Idiossincrasias e divergências conceituais. Educação em Revista , 38, e36551.
DE&I Challenges and Opportunities for organizations	Gillberg, N. (2024). Online corporate communication of diversity and inclusion: Washing as aspirational talk. Equality, Diversity and Inclusion , 43(9), 39-54. Fonseca, L., & Kogut, C. S. (2023). Diversity and inclusion programs in multinationals: Opportunity for reverse knowledge transfer. RAE: Revista de Administração de Empresas , 63(5), 1–22.
Tools and Strategies for the Management of Diversity	Pereira, C. K. B., & Fernandes, G. A. A. L. (2021). Construtora Meireles & Silva: Impacto do viés inconsciente na carreira das mulheres. GVcasos: Revista Brasileira de Casos de Ensino em Administração , 11,1-5. Akpapuna, M., Choi, E., Johnson, D. A., & Lopez, J. A. (2020). Encouraging multiculturalism and diversity within organizational behavior management. Journal of Organizational Behavior Management , 40(3/4), 186–209.
System for measuring impact and developing DE&I	Gip, H., Guchait, P., & Madera, J. M. (2024). Perceived inclusion climate for leader diversity: Conceptualization and scale development. International Journal of Contemporary Hospitality Management , 36(13), 77-96. Santos, T., Russo, P. T., & Amaral, J. V. (2024). Avaliação 360°: Ferramenta para a gestão da diversidade? Revista de Casos e Consultoria , 15, 1-13.

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SPECIAL TOPICS IN LEADERSHIP: INTERVENTION IN ORGANIZATIONS

(15 credit hours - 1 credit)

In an increasingly dynamic and challenging business environment, there is a growing demand for highly qualified professionals to support organizations in their development and transformation processes. Although mastery of technical knowledge is fundamental, this is not enough to equip professionals with the necessary skills for effective interventions, as well as for planning and conducting Executive Education programs.

This course aims to provide a combination of theoretical reflections and practical tools, focusing on approaching and intervening in organizations, with a view to solving complex problems. The course is designed to develop a comprehensive set of essential competencies for the practice of consultancy and for Executive Education. At the end of the course, graduates will be able to apply what they have learned both in conducting classes for executives and in solving challenges and identifying opportunities in the corporate world.

Along the course, participants will have the opportunity to expand their repertoire of knowledge, acquiring innovative tools and strategies for organizational analysis and facilitating change processes. In addition, they will be trained to act strategically in creating customized solutions for different business contexts, developing communication, negotiation and leadership skills that are essential for today's corporate environment. With a practical approach geared towards the reality of the market, the course prepares students to become facilitators of transformation, capable of driving sustainable results in organizations and in executive education.

Learning Objectives:

On completion of this course, participants will be able to:

- Understand the challenges and complexities of intervention in organizational transformation processes, analyzing the roles and responsibilities of consultants in the context of change and development within organizations;
- Select and apply appropriate intervention methodologies and processes, evaluating different approaches available for organizational diagnoses and interventions that promote sustainable and effective results;
- Plan, implement and sustain organizational intervention plans, focusing on the phases of diagnosis, data collection, implementation of changes and management of the continuity of results, considering the dynamics of each organization and the factors that influence the success of the intervention;
- Develop leadership and change management skills, dealing with the challenges of leadership in transformation and intervention processes, ensuring strategic alignment and stakeholder adherence to the proposed organizational changes;
- Promote ethics and social responsibility in consulting and Executive Education practices, reflecting on the ethical and social issues involved in professional practice, with the aim of implementing responsible and conscious interventions at all levels of the organization;

- Encourage continuous learning and professional development for consultants and executive educators, taking into account the need to adapt to new market demands and the production of innovative knowledge that contributes to improving consulting and executive education practices.

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SPECIAL TOPICS IN LEADERSHIP: CONTEMPORARY PUBLIC LEADERSHIP

(15 credit hours - 1 credit)

The aim of this course is to discuss important topics on the role of contemporary public leadership, understanding that public management deals with solving complex problems all the time and that its leaders need to adapt to political, technical and managerial contexts. The course will cover topics such as leadership selection and development, performance management as a tool for self-management and team management, and issues related to engagement and motivation, as well as discussions on representativeness in public administration.

Objectives:

- Promote students' understanding of the challenges of contemporary leadership in today's public administration;
- Discuss issues such as selection, attraction, engagement and motivation in public administration and the role of leadership in these processes;
- Promote research in the area, bringing greater understanding of the subject from an academic point of view.

Basic Bibliography:

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- ORGANIZAÇÃO PARA A COOPERAÇÃO E DESENVOLVIMENTO ECONÔMICO (OECD). **Leadership for a high performing civil service: towards senior civil service systems in OECD countries**. OECD Publishing: Paris, 2022.
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- OECD. (2014). **OECD Best Practices for Performance Management**. <https://www.oecd.org/gov/budgeting/OECD-Best-Practices-for-Performance-Management.pdf>
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SPECIAL TOPICS IN LEADERSHIP: MARKETS, HIERARCHIES AND CULTURES

(15 credit hours - 1 credit)

It's probably safe to say that most human behaviors are mediated by three types of transactions: markets, hierarchies and cultures. We buy and sell in markets, obey and rebel in hierarchies, and find meaning and transcendence in cultures. While each of these contexts has a major impact, it is also true that each of these three forms interacts with each other and the boundaries between them are uncertain. Time, technology and globalization have exacerbated this trend.

In this course, we will discuss how markets, hierarchies and cultures are created, maintained and transformed. This is important for practical reasons, as entrepreneurs, leaders and managers are constantly seeking to maneuver, influence and create markets, hierarchies and cultures. If you don't understand these three forms and their interrelationships, you'll probably make stupid mistakes - life is about making mistakes, of course, but it's better to make smart mistakes than stupid ones. For example, the use of hierarchical or market mechanisms in a context with a strong culture weakens or perverts the culture. On the other hand, most cultural appeals in a purely market environment will be ignored or ridiculed. The ability of a leader (or at the macro level an organization) to mediate between these three forces profoundly affects its fate.

A secondary objective of the course is to expose students to my style of research construction, which is quite different from the traditional orthodoxy of management studies and offers an alternative path for the development of their theses.

Learning Objectives:

- Understand markets, hierarchies and cultures, as well as their interrelationships;
- Discuss authority mechanisms, networks, creativity and rationality;
- Evaluate legal, traditional and charismatic forms of authority and their ability to make people obey, regardless of incentives and rewards;
- Examine networks as ties that connect people in fabrics of influence, communication and meaning;
- Investigate how rationalities act as heuristics helping people to make decisions and guide their actions;
- Understand the mechanisms of creation as different ways of making abstract ideas concrete;
- Elucidate the use of bricolage as a research strategy.

Mandatory Bibliography:

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Note: I rely excessively on works by myself not because of their quality, which is average, but because I can better convey content with which I have an intimate bond.

Complementary Bibliography:

- Burnett, B. and Evans, D. **Designing Your Life**. NY: Knopf 2016.
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- Castells, M. **“The Rise of the Network Society”**, The Information Age: Economy, Society and Culture, Vol. I, Blackwell, Oxford. 1996
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- Grant, A. **Give and Take**. NY: Viking, 2013.
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- Hill, V and K. M. Carley. Placement Agencies Win Friends and Influence People: Relationships as Conduits of Organizational Culture in Temporary organizations. 2011 20: 432. **Journal of Management Inquiry** 20: 432-445, 2011.
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SPECIAL TOPICS IN LEADERSHIP: GLOBAL MINDSET

(15 credit hours - 1 credit)

The globalized, interconnected and ever-changing world requires organizations and individuals to be able to understand contexts different from their own and adapt to unfamiliar situations, especially with regard to the beliefs, thoughts, attitudes and behaviors of other cultures. The global mindset emerges as a response to the need to broaden our view of the world, understand the impact of major global events on our sphere of activity and interact better with individuals from other cultures. The course will deal with the concept and application of the global mindset, from both an academic and a practical point of view, expanding the approach to interfaces with other themes in strategy and management.

Learning Objectives:

- Understand the importance of a global mindset for managers and leaders of organizations of different sizes and sectors, regardless of their degree of internationalization;
- Discuss the impact of cultural differences on management and leadership styles in organizations;
- Evaluate your own global mindset, with a view to self-development;
- Reflect on the global mindset of your team, organization and/or sector and propose actions for improvement;
- Develop assumptions and hypotheses that consider the global mindset in your area of research and in response to society's major challenges.

Basic Bibliography:

- Ang, S.; Van Dyne, L.; Rockstuhl, Thomas. Cultural Intelligence: Origins, Conceptualization, Evolution, and Methodological Diversity. In: Gelfand, M. J. Chiu, C.; Hong, Y. **Handbook of Advances in Culture and Psychology**, vol 5, 2015. Oxford Scholarship Online.
- Barakat, L., Ramsey, J., Cretoiu, S., Lorenz, M., Rutti, R. (2014). A inteligência cultural como competência essencial para executivos e organizações globais. **DOM** (Fundação Dom Cabral), v. 8, n. 25.
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- Andresen, M., & Bergdolt, F. (2017). A systematic literature review on the definitions of global mindset and cultural intelligence—Merging two different research streams. **The International Journal of Human Resource Management**, 28(1), 170-195.
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- Malik, A. R., Cooper-Thomas, H. D., & Zikic, J. (2014). The neglected role of cultural intelligence in recent immigrant newcomers' socialization. **International Journal of Cross Cultural Management**, 14(2), 195–213.

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- Adler, N. J., & Bartholomew, S. (1992). Managing globally competent people. **Academy of Management Executive**, 6(3), 52-65.
- Ang, S., & Van Dyne, L. (2008). Conceptualization of cultural intelligence: Definition, distinctiveness, and nomological network. In S. Ang & L. Van Dyne (Eds.), **Handbook of cultural intelligence: Theory, measurement, and applications** (pp. 3-38). ME Sharpe.
- Ang, S., Van Dyne, L., & Koh, C. (2006). Personality Correlates of the Four-Factor Model of Cultural Intelligence. **Group & Organization Management**, 31(1), 100-123.
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- Rhinesmith, S. H. (1992). **Global mindsets for global managers**. Training and Development, (10), 63-69.
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SPECIAL TOPICS IN LEADERSHIP: PEOPLE, CAREERS AND COMPETENCIES

(15 credit hours - 1 credit)

- *Strategic management of people : concepts, processes (attraction and selection, performance management, T&D; Corporate Education, succession and career and remuneration);*
- *Competency-based management: Conceptual foundations;*
- *Organizational competencies: concepts, guiding criteria;*
- *Individual competencies: concepts, capacity and delivery and levels of complexity;*
- *Life design and career choices;*
- *Practical cases of competency-based management and results achieved.*

Objectives:

- Discuss strategic management of people and its role in fostering integration with strategy and integration of people processes;
- Analyze competency-based management models that enable strategic management of people in organizations;
- Evaluate the impact and interaction of the concept of competencies with the various people management processes, particularly in the career field;
- Discuss the challenges of implementing and institutionalizing competency-based management models.

Basic Bibliography:

- Dutra, J. S. **Gestão de Carreiras: a pessoa, a organização e as oportunidades**. Ed. Atlas: São Paulo, 2024.
- Fernandes, B. H. R. **Gestão Estratégica de Pessoas com foco em competências**. Ed. Campus: Rio de Janeiro, 2013.
- Madruga, R. **Employee experience, gestão de pessoas e cultura organizacional: a trilogia para atrair, engajar e desenvolver talentos**. Ed Atlas: São Paulo, 2023.

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- Campion MC, Schepker DJ, Campion MA, Sanchez JI. Competency modeling: A theoretical and empirical examination of the strategy dissemination process. **Human Resource Management**. 2020; 59:291–306. <https://doi.org/10.1002/hrm.21994>

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SPECIAL TOPICS IN LEADERSHIP: PRACTICE IN MANAGEMENT AND LEARNING REFLECTION IN ADDRESSING SOCIETY'S MAJOR CHALLENGES

(15 credit hours - 1 credit)

This course consists of an autonomous study that aims to give students the opportunity to experience initiatives that seek to minimize the effects of what we might call society's great challenges. These challenges present themselves as impediments to the development of social groups and consequently of society as a whole.

*We used United Nations' (UN) "Sustainable Development Goals" to guide the development of this course, which seek to overcome the main development challenges faced by people both in Brazil and around the world, creating the conditions for more sustainable global growth. The SDGs range from poverty eradication to **gender equality (which does not ignore other minorities), decent work and economic growth, as well as reducing inequalities, for example. Aligning the principles of a Business School with the latent demands that arise from society's great challenges, we need to recognize that we are part of the same ecosystem and that, therefore, we cannot remain indifferent** to the persistent cycle of poverty and social inequality in our country. Furthermore, there is a great potential for learning coming from diversity, in other words, we also learn when we engage with new ideas, new people, new experiences and new lives. Being open to others and to diversity is fundamental to nurturing creativity, stimulating learning and promoting growth as people and as a society.*

Objectives:

- Understand, through theory and practice, the implications of society's major challenges;
- Reflect on the social demands linked to diverse contexts that are not usually the focus of attention in a mainstream routine;
- Develop empathy and a critical mindset linked to the challenges arising from social vulnerabilities.

Basic Bibliography

Sustainable Organizations

The central theme of the articles shared here is the debate on sustainable organizations, from singular and diverse perspectives. Topics such as the influence of organizational decisions on people (Pfeffer, 2010), human resource management for the development of sustainable organizations (Jabbour & Santos, 2008), sustainability in the context of small businesses (Barbosa, Castañeda-Ayarza & Ferreira, 2020), the importance of engaging human capital to achieve sustainable objectives (Toseef et. al, 2022) are dealt with comprehensively.

- Barbosa, M., Castañeda-Ayarza, J. A., & Ferreira, D. H. L. (2020). Sustainable strategic management (GES): Sustainability in small business. **Journal of Cleaner Production**, 258,120880.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. **The International Journal of Human Resource Management**, 19(12), 2133-2154.
- Pfeffer, J. (2010). Building sustainable organizations: The human factor. **Academy of**

management perspectives, 24(1), 34-45.

- Toseef, M., et. al (2022). Inspirational leadership and innovative communication in sustainable organizations: a mediating role of mutual trust. **Frontiers in Psychology**, 13.

Corporate Social Responsibility

Corporate social responsibility is a topic that has been attracting the attention of society. Following this movement, organizations are proposing to take a socially responsible stance in relation to social injustices and the degradation of nature. Potocan (2021) discusses the importance of technology in advancing corporate social responsibility, while Porter and Kramer (2006) discuss corporate social responsibility as a source of innovation and competitive advantage. Campbell (2007), Hammann, Habisch and Pechlaner (2009), Girschik (2020) and Schroeder and Schroeder (2004) discuss the conditions under which corporations tend to behave in a socially responsible manner, socially responsible business practices in small SME companies, strategies for more responsible business practices and a broad debate on social responsibility in the actions of companies, respectively.

- Campbell, J. L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. **Academy of management Review**, 32(3), 946-967.
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- Hammann, E. M., Habisch, A., & Pechlaner, H. (2009). Values that create value: socially responsible business practices in SMEs—empirical evidence from German companies. **Business Ethics: A European Review**, 18(1), 37-51.
- Girschik, V. (2020). Shared responsibility for societal problems: The role of internal activists in reframing corporate responsibility. **Business & Society**, 59(1), 34-66.
- Schroeder, J. T. & Schroeder, I. (2004). **Responsabilidade social corporativa: limites e possibilidades**.

Social Enterprises

Social enterprises are organizations with a social mission that use commercial or business means to accomplish it. These businesses aim to create social value through innovation and socio-economic organization. To delve deeper into this debate, the article by Rawhouser, Cummings and Newbert (2019) presents a systematic review of the literature on this topic. Silva et al (2020) look at how social enterprises and their partners create opportunities to simultaneously generate social and economic value throughout the pyramid. The literature shared here also deals with social entrepreneurship and women (Rosca, Agarwal & Brem, 2020), social entrepreneurship as a transitional vehicle that serves to create shared value between the entrepreneur, society and the environment (Sinthupundaja & Chiadamrong, 2020) and the relationship between individual capital and social entrepreneurship (Sahasranamam and Nandakumar, 2020).

- Rawhouser, H., Cummings, M., & Newbert, S. L. (2019). Social impact measurement: Current approaches and future directions for social entrepreneurship research. **Entrepreneurship theory and practice**, 43(1), 82-115.
- Rosca, E., Agarwal, N., & Brem, A. (2020). **Women entrepreneurs as agents of change: A comparative analysis of social entrepreneurship processes in emerging markets**. Technological

Forecasting and Social Change, 157, 120067.

- Sahasranamam, S., & Nandakumar, M. K. (2020). Individual capital and social entrepreneurship: Role of formal institutions. **Journal of Business Research**, 107, 104-117.
- Silva, M. de, Khan, Z., Vorley, T., & Zeng, J. (2020). Transcending the pyramid: opportunity co-creation for social innovation. **Industrial Marketing Management**, 89, 471-486.
- Sinthupundaja, J., Kohda, Y., & Chiadamrong, N. (2020). Examining capabilities of social entrepreneurship for shared value creation. **Journal of Social Entrepreneurship**, 11(1), 1-22.

Complementary Bibliography

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- Bansal, S., Garg, I., & Sharma, G. D. (2019). **Social entrepreneurship as a path for social change and driver of sustainable development: A systematic review and research agenda**. *Sustainability*, 11(4), 1091.
- Campbell, J. L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. **Academy of management Review**, 32(3), 946-967.
- Cardella, G. M., Hernández-Sánchez, B. R., & Sánchez-García, J. C. (2020). Women entrepreneurship: A systematic review to outline the boundaries of scientific literature. **Frontiers in psychology**, 11, 1557.
- Chalmers, D. (2021). Social entrepreneurship's solutionism problem. **Journal of Management Studies**, 58(5), 1363-1370.
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