



COURSE..... Managing Disruption: Resilience, Leadership, and Global Strategy
SEMESTER/YEAR.... 2º/2026
PROGRAM..... Winter School
CLASS-HOURS..... 30 hours
PROFESSOR..... Arash Azadegan
LANGUAGE..... ENGLISH

COURSE OBJECTIVES

This course provides a comprehensive, interdisciplinary exploration of disruption, resilience, and innovation in global management, connecting operations with strategy, leadership, and international business. The course blends conceptual foundations with applied research labs that transform real-world disruptions into opportunities for scholarly inquiry. Students will critically engage with theory, evaluate contemporary challenges, and experiment with methodological tools that support rigorous, interdisciplinary research.

Specifically, the course will:

- Establish a theoretical and conceptual foundation for studying resilience and disruption, situating it within broader domains of organizational strategy, leadership, and international business.
- Examine global disruptions and transformations (geopolitical risk, digital innovation, international sourcing) to surface gaps in current knowledge and inspire new research directions.
- Provide applied research labs — including vignette development, case-based coding, and AI-assisted text analysis — to build hands-on methodological skills while generating research questions and designs.
- Cultivate the ability to synthesize cross-disciplinary insights into innovative frameworks and potential contributions that bridge theory, methodology, and practice.

LEARNING GOALS

The course learning goals are presented in the table below, showing how they contribute to the learning goals related to methods, for the stricto sensu graduate programs at FGV-EAESP.

Program learning goals	Course learning goals	Level of contribution
Scientific method	Apply structured methods to analyze resilience and disruption challenges.	● ● ●
Research project / procedures	Design interdisciplinary approaches to investigate resilience across operations, strategy, and IB.	● ● ○
Qualitative research methods	Apply vignettes, coding, and case-based analysis to generate and refine research questions.	● ● ○
Quantitative research methods	Explore how simulation and survey approaches can extend resilience and disruption research.	● ○ ○
Development of academic papers	Communicate research outputs through seminar papers aligned with academic publication standards.	● ● ○

The full description of the learning goals of FGV-EAESP stricto sensu graduate programs can be found at <https://rebrand.ly/cursos-pos-eaesp>.



PREVIOUS KNOWLEDGE REQUIRED

Graduate-level familiarity with management or social sciences. Open to MSc, PhD, and postdoctoral researchers from operations, strategy, IB, HR/OB, and related fields.

CONTENT/METHODOLOGY

- Lectures and guided discussions of assigned readings.
- **Applied research labs:** vignette development, case-based coding, and AI-assisted text analysis.
- Case studies to connect theory and practice.
- Student-led seminar presentations.
- Cross-disciplinary research project development.
- Final seminar paper (resembles a conference/journal submission).

EVALUATION CRITERIA

Active participation in discussions and research labs: 20%

Seminar presentations on assigned readings: 20%

Final research paper: 60% (10 pages; theoretical framing, research questions, methodological approach).

COURSE SCHEDULE (OPTIONAL)

Week 1 (Mon–Thu)

- **Session 1 – Global Foundations of Resilience and Strategy**
 - Chen & Paulraj (2004); Ketchen & Hult (2007); Moatari-Kazerouni et al. (2025).
 - *Focus:* Foundations of resilience and global strategy.
 - *Activity:* Case discussion on network design choices.
- **Session 2 – Supplier Management and International Risks**
 - Kraljic (1983); Medeiros & Ferreira (2018); Gelderman & Van Weele (2005).
 - *Focus:* Supplier portfolios; IB/global sourcing risks.
 - *Activity:* Comparative coding of sourcing strategies across cases.
- **Session 3 – Design, Strategy, and International Business**
 - Fisher (1997); Frohlich & Westbrook (2001); Choi et al. (2001); Roshani et al. (2024).
 - *Focus:* Global design choices + IB/strategy implications.
 - *Activity:* Case coding workshop using resilience frameworks.
- **Session 4 – Risk Management & Business Continuity**
 - Chopra & Sodhi (2004); Hendricks & Singhal (2008); Azadegan et al. (2020).
 - *Focus:* Cross-industry disruptions, continuity strategies.
 - *Activity:* Multi-step disruption scenario → students propose research questions/hypotheses.

Week 2 (Mon–Thu)

- **Session 5 – Leadership and Organizational Resilience**
 - Jiang et al. (2024); Namdar et al. (2022).
 - *Focus:* Behavioral/leadership aspects of resilience.
 - *Activity:* **Behavioral vignette development lab** — groups design vignettes to study crisis leadership traits and generate testable hypotheses.
- **Session 6 – AI, Digital Innovation, and Disruption**
 - Cohen et al. (2022); Shen & Sun (2023); Shaheen et al. (2023); “Resilience and Agility...” (2024).
 - *Focus:* AI/digital innovation for resilience.



- *Activity*: Multi-step AI disruption management lab → framed as a research exercise to derive propositions.
- **Session 7 – Visibility, Responsiveness, and Global Strategy**
 - Srinivasan & Swink (2018); Williams et al. (2013); Brandon-Jones et al. (2014).
 - *Focus*: Visibility and responsiveness in multinational contexts.
 - *Activity*: **AI-assisted text coding lab** — students analyze interview/case text with ChatGPT, critique validity, and propose research extensions.
- **Session 8 – Antifragility and Future Directions**
 - Nikookar et al. (2021); Ramezani & Camarinha-Matos (2020); Hillson (2023).
 - *Focus*: Beyond resilience → antifragility + future research frontiers.
 - *Activity*: Research roundtable: students propose future extensions and interdisciplinary projects.

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FURTHER INFORMATION (OPTIONAL)

Managing Disruption: Resilience, Leadership, and Global Strategy is designed in direct alignment with the Winter School’s mission to stimulate cutting-edge scientific research, provide methodological training, and foster interdisciplinarity across management fields. The course addresses some of the most urgent challenges in today’s world—global disruptions, resilience, and innovation—while equipping students with conceptual depth and practical research tools.

The course stands out by bringing together operations, strategy, leadership, and international business in a truly interdisciplinary format, ensuring broad relevance to diverse student backgrounds. Methodological training is at the core of the design, with applied research labs on vignette development, case-based coding, and AI-assisted text analysis that transform class participation into opportunities for generating publishable ideas. By linking theory directly to the production of research questions, hypotheses, and methodological designs, the course bridges academic rigor with real-world challenges.

Global perspectives are embedded throughout, from geopolitical risks to international sourcing and cross-border collaboration, reflecting FGV’s international orientation. At the same time, innovative approaches—such as the integration of AI tools for qualitative coding—place students at the frontier of methodological debates in management scholarship. The course culminates in a seminar paper, giving participants a tangible academic outcome with potential for conference presentation or journal submission.