

DISCIPLINA..... ANÁLISE ESTRATÉGICA
 CURSO..... PPMD /DPA
 CARGA HORÁRIA... 45 horas
 PROFESSOR..... JORGE MANOEL TEIXEIRA CARNEIRO
 LÍNGUA..... Português

DESCRIÇÃO DA DISCIPLINA

Esta disciplina utiliza a fundamentação teórica com vista a aplicação prática da análise sobre os fatores que afetam o desempenho das empresas, em particular: ambiente externo (estrutura da indústria (cinco forças de Porter, complementadores e parceiros) e macro-ambiente); recursos e competências da empresa; formulação do plano estratégico e seleção da estratégia competitiva; bem como processo de execução da estratégia.

A disciplina também aborda a sustentabilidade da vantagem competitiva (por meio do modelo VRIO), a diferença entre criação de valor e captura de valor e o papel da precificação estratégica para a captura de valor. Em termos de estratégias corporativas, são discutidas decisões de diversificação de negócios, bem como de internacionalização. Tópicos adicionais (por exemplo, modelos de negócio, previsão vs. controle, *evidence-based management*, gestão ASG (ambiental, social e questões de governança) e valor corporativo compartilhado, estratégia como prática, atenção a riscos corporativos e gestão de crises, entre outros) complementarão a ementa a critério do professor.

A disciplina será desenvolvida em aulas online bem como em um módulo presencial concentrado, exigindo-se dos alunos a prévia de leitura de textos selecionados e a preparação para os seminários a serem realizados em aula.

OBJETIVOS DE APRENDIZAGEM

Objetivos de aprendizagem do DBA	Objetivos de aprendizagem da disciplina	Contribuição
Compreender as principais macrotendências e identificar seus impactos sobre as organizações	Avaliar o impacto de macrotendências em termos das respectivas oportunidades e ameaças para as empresas; Capacitar-se na atenção a riscos corporativos e na gestão de crises	● ● ○
Conhecer o estado da arte nos principais campos da gestão e suas implicações práticas	Reconhecer e aplicar os principais modelos e ferramentas de planejamento estratégico de acordo com duas importantes correntes da literatura: a Organização Industrial e a Visão Baseada nos Recursos	● ● ○
Conectar teoria e prática, contribuindo para a melhoria das práticas gerenciais e do desempenho organizacional	Capacitar-se a analisar criticamente a estratégia competitiva e o processo de planejamento estratégico, indicando soluções para melhoria; Entender a diferença entre criação de valor e captura de valor, bem como entender o papel da precificação e de outros mecanismos de captura de valor; Avaliar o desempenho organizacional como um fenômeno multidimensional	● ● ●
Analisar contextos organizacionais complexos e conduzir diagnósticos	Entender o papel da estratégia corporativa (especificamente, diversificação de negócios e internacionalização) para a criação e captura de valor	● ○ ○
Planejar e conduzir processos de transformação organizacional	Repensar criticamente o modelo de negócio das empresas; Entender as barreiras à execução da estratégia e formas de contorná-las	● ● ●
Planejar pesquisas e desenvolver textos científicos orientados para gestores	Confeccionar um relatório gerencial sobre proposta de solução de um problema real enfrentado por uma dada empresa ou escrever um ensaio teórico sugerindo a aplicação prática de determinados conceitos de planejamento estratégico	● ○ ○

Usar com adequação e rigor métodos qualitativos de pesquisa		○ ○ ○
Usar com adequação e rigor métodos quantitativos de pesquisa		○ ○ ○

Mais informações sobre o DBA podem ser encontradas em:

<https://eaesp.fgv.br/cursos/doutorado-profissional-administracao-empresas-dba>.

METODOLOGIA

As aulas compreenderão: palestras interativas, conduzidas pelo professor; discussão de capítulos e artigos previamente disponibilizados; *workshops* de desenvolvimento; e apoio individual. Atividades especiais poderão ser incluídas em função das demandas e dos focos dos participantes.

CRITÉRIO DE AVALIAÇÃO

A avaliação na disciplina será baseada em três componentes:

- Participação ativa nas discussões e debates em sala de aula (30%)
- Condução das apresentações, em sala de aula, sobre os temas designados ao aluno (20%)
- Relatório Final (50%)

A leitura prévia dos textos indicados (em particular daqueles identificados como leitura obrigatória) é essencial para o bom andamento das aulas e das discussões.

Em função da extensa experiência profissional de todos os alunos e de sua prévia formação acadêmica, espera-se que cada um contribua ativamente com críticas (fundamentadas!) ao emprego das ferramentas e modelos conceituais a serem cobertos na disciplina, bem como apresente exemplos de sucesso ou de fracasso na aplicação prática de tais ferramentas/modelos.

A apresentação do tema que será designado a cada aluno deverá envolver aplicação prática dos respectivos conceitos teóricos (conforme bibliografia indicada). O aluno deverá ser capaz de envolver os colegas em uma discussão crítica sobre a aplicação de tais conceitos em casos práticos reais. O aluno deverá disponibilizar para o professor e os colegas um arquivo PowerPoint com a sua apresentação.

O relatório final deverá abordar um problema real, relacionado a planejamento estratégico ou sua execução, vivenciado pelo aluno em sua organização. O aluno deverá realizar uma análise e diagnóstico do problema e recomendar um caminho para solucioná-lo, com base em fundamentos conceituais e ferramentas / modelos de análise cobertos na disciplina.

Alternativamente, o aluno pode construir um ensaio teórico, com base em uma revisão da literatura sobre algum tema relacionado a planejamento estratégico, e sugerir como a própria organização em que o aluno trabalha poderia vir a se beneficiar de potencial aplicação futura dos conceitos associados a esse tema.

Preferencialmente, o relatório deve ser apresentado no formato de *bullet points* em PowerPoint, como se fosse destinado a uma apresentação para o corpo diretivo da empresa ou o conselho de administração. Alternativamente, o relatório poderá ser apresentado em formato Word, entre 8-12 páginas, em espaçamento 1,5 e *font* de tamanho 12. O julgamento do mérito do trabalho levará em conta o conteúdo e organização do mesmo, bem como a adequação da linguagem e a relação contribuição vs. tamanho.

LIVRO-TEXTO

Barney, J. B., & Hesterly, W. S. *Administração Estratégica e Vantagem Competitiva: Conceitos e Casos*. 5ª ed. São Paulo: Pearson Education do Brasil, 2017 (obs.: edições anteriores do livro também podem ser utilizadas, bem como edições (anteriores ou mais recentes) disponíveis no original em inglês)

BIBLIOGRAFIA (OBRIGATÓRIA E COMPLEMENTAR)

Abdi, M., & Aulakh, P. S. (2018). Internationalization and performance: Degree, duration, and scale of operations. *Journal of International Business Studies*, 49(7), 832-857.

Alshareef, M. N. Z., & Sandhu, K. (2015). Adoption of corporate social responsibility: Board competencies and roles. *International Journal of Business and Management*, 10(6), 75.

Alvarez, S. A., & Busenitz, L. W. (2001). The entrepreneurship of resource-based theory. *Journal of Management*, 27(6), 755-775.

Amis, J., Barney, J., Mahoney, J. T., & Wang, H. (2020). From the editors—Why we need a theory of stakeholder governance—And why this is a hard problem. *Academy of Management Review*, 45(3), 499-503.

- Atluri, V., Dietz, M., & Henke, N. (2017). Competing in a world of sectors without borders. *McKinsey Quarterly*, 54, 1-14
- Amit, R., & Zott, C. (2001). Value creation in e-business. *Strategic management journal*, 22(6-7), 493-520.
- Angus & Evans (2020). Coronavirus: Implications on Megatrends. *Euromonitor International*, May 2020.
- Asmussen, C. G., Foss, K., Foss, N. J., & Klein, P. G. (2020). Economizing and strategizing: How coalitions and transaction costs shape value creation and appropriation. *Strategic Management Journal*, 1-22.
- Anderson, E., & Gatignon, H. (1986). Modes of foreign entry: A transaction cost analysis and propositions. *Journal of International Business Studies*, 17(3), 1-26.
- Argyres, N., Bigelow, L., & Nickerson, J. A. (2015). Dominant designs, innovation shocks, and the follower's dilemma. *Strategic Management Journal*, 36(2), 216-234.
- Atkinson, H. (2006). Strategy implementation: a role for the balanced scorecard?. *Management Decision*, 44(10), 1441-1460.
- Azevedo-Rezende, L. & Carneiro, J. (2021). Responsabilidade Social Corporativa e os Objetivos de *Desenvolvimento Sustentável: O Papel dos Conselhos*. In Yoshida, C., Vianna, M., & Kishi, S. (cords.), ESG, Compliance, Gestão de Riscos e ODS. ABRAMPA, pp.24-41
- Baden-Fuller, C., & Morgan, M. S. (2010). Business models as models. *Long Range Planning*, 43(2), 156-171.
- Balogun, J. (2006). Managing change: Steering a course between intended strategies and unanticipated outcomes. *Long Range Planning*, 39(1), 29-49.
- Bansal, P., & Song, H. C. (2017). Similar but not the same: Differentiating corporate sustainability from corporate responsibility. *Academy of Management Annals*, 11(1), 105-149.
- Bardolet, D., Fox, C. R., & Lovallo, D. (2011). Corporate capital allocation: A behavioral perspective. *Strategic Management Journal*, 32(13), 1465-1483.
- Barends, E., Rousseau, D. M., & Briner, R. B. (2014). Evidence-based management: the basic principles. Amsterdam: Center for Evidence-Based Management
- Barney, J. B. (2018). Why resource-based theory's model of profit appropriation must incorporate a stakeholder perspective. *Strategic Management Journal*, 39(13), 3305-3325.
- Barney, J. B. (2001a). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643-650.
- Barney, J. B. (2001b). Is the resource-based "view" a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1), 41-56.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. B. (1989). Asset stocks and sustained competitive advantage: A comment. *Management Science*, 35(12), 1511-1513.
- Barney, J., Wright, M., & Ketchen, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27(6), 625-641.
- Bart, C., & Baetz, B. (1998). The relationship between mission statements and firm performance: An exploratory study. *Journal of Management Studies*, 35(6), 823-853.
- Baer, M., Dirks, K. T., & Nickerson, J. A. (2013). Microfoundations of strategic problem formulation. *Strategic Management Journal*, 34(2), 197-214.
- Beer, M., & Eisenstat, R. A. (2000). The silent killers of strategy implementation and learning. *Sloan Management Review*, 41(4), 29-40.
- Bengtsson, M., & Kock, S. (2014). Coopetition—Quo vadis? Past accomplishments and future challenges. *Industrial marketing management*, 43(2), 180-188
- Bergh, D. D., Sharp, B. M., Aguinis, H., & Li, M. (2017). Is there a credibility crisis in strategic management research? Evidence on the reproducibility of study findings. *Strategic Organization*, 1-21.
- Bigdeli, A. Z., Kapoor, K., Schroeder, A., & Omidvar, O. (2021). Exploring the root causes of servitization challenges: an organisational boundary perspective. *International Journal of Operations & Production Management*, 41(5), 547-573.
- Bititci, U., Garengo, P., Dörfler, V., & Nudurupati, S. (2012). Performance measurement: challenges for tomorrow. *International Journal of Management Reviews*, 14(3), 305-327.
- Bowman, C., & Ambrosini, V. (2000). Value creation versus value capture: towards a coherent definition of value in strategy. *British Journal of Management*, 11(1), 1-15.
- Bowman, C., & Collier, N. (2006). A contingency approach to resource-creation processes. *International Journal of Management Reviews*, 8(4), 191-211.
- Bowman, E. H., & Helfat, C. E. (2001). Does corporate strategy matter?. *Strategic Management Journal*, 22(1), 1-23.
- Boyd, B. K. (1991). Strategic planning and financial performance: a meta-analytic review. *Journal of management studies*, 28(4), 353-374.
- Boyd, B. K., & Reuning-Elliott, E. (1998). A measurement model of strategic planning. *Strategic management journal*, 181-192.
- Brandenburger, A., & Nalebuff, B. J. (1996). *Co-opetition*. New York: Doubleday.
- Brandenburger, A. M., & Nalebuff, B. J. (1995). *The right game: Use game theory to shape strategy*. Harvard Business Review, Jul-Aug, 57-71.
- Brandenburger, A. M., & Stuart, H. W. (1996). Value-based business strategy. *Journal of Economics & Management Strategy*, 5(1), 5-24.

- Brem, A., Maier, M., & Wimschneider, C. (2016). Competitive advantage through innovation: the case of Nespresso. *European Journal of Innovation Management*, 19(1), 133-148.
- Brewer, P., & Venaik, S. (2012). On the misuse of national culture dimensions. *International Marketing Review*, 29(6), 673-683.
- Briner, R. B., Denyer, D., & Rousseau, D. M. (2009). Evidence-based management: concept cleanup time?. *The Academy of Management Perspectives*, 23(4), 19-32.
- Brito, L. A. L., & de Vasconcelos, F. C. (2005). Desempenho das empresas brasileiras: efeitos ano, ramo de negócios e firma individual. *Revista de Administração Contemporânea*, 65.
- Bromiley, P., McShane, M., Nair, A., & Rustambekov, E. (2015). Enterprise risk management: Review, critique, and research directions. *Long Range Planning*, 48(4), 265-276.
- Brouthers, K. D. (2002). Institutional, cultural and transaction cost influences on entry mode choice and performance. *Journal of International Business Studies*, 33(2): 203-221.
- Brush, T. H., & Bromiley, P. (1997). What does a small corporate effect mean? A variance components simulation of corporate and business effects. *Strategic Management Journal*, 18(10), 825-835.
- Bughin, J., LaBerge, L., & Mellbye, A. (2017). The case for digital reinvention. *McKinsey Quarterly*, Feb 2017.
- Carneiro, J. (2018). Conceituação e Mensuração do Desempenho Organizacional de Empresas Estatais. *Boletim de Análise Político-Institucional*, v.15, jul-dez, p.89-98.
- Carneiro, J. M. T., Cavalcanti, M. A. F. D., & Silva, J. F. D. (1997). Porter revisitado: análise crítica da tipologia estratégica do mestre. *Revista de Administração Contemporânea*, 1(3), 7-30.
- Carneiro, J., & Perini, L. (2021). Pontos nevrálgicos da estratégia. *GV-EXECUTIVO*, 20(4), 34-36.
- Carneiro, J., Silva, J. F., Rocha, A., & Dib, L. (2007). Building a better measure of business performance. *RAC-Eletrônica*, 1(2), 114-135.
- Cascio, W. F. (2007). Evidence-based management and the marketplace for ideas. *Academy of Management Journal*, 50(5), 1009-1012.
- Casadesus-Masanell, R., & Ricart, J. E. (2010). From strategy to business models and onto tactics. *Long Range Planning*, 43(2), 195-215.
- Cavusgil, S. T., Kiyak, T., & Yeniyurt, S. (2004). Complementary approaches to preliminary foreign market opportunity assessment: Country clustering and country ranking. *Industrial Marketing Management*, 33(7), 607-617.
- Chen, M.J. (2008). Reconceptualizing the competition-cooperation relationship; a transparadox perspective. *Journal of Management Inquiry*, 17: 288-304.
- Chesbrough, H. (2007). Business model innovation: it's not just about technology anymore. *Strategy & Leadership*, 35(6), 12-17.
- Chew, B. (2000). *The geometry of competition*. Monitor Group.
- Christensen, C. M., Bartman, T., & Van Bever, D. (2016). The hard truth about business model innovation. *Sloan Management Review*, 58(1), 31-40.
- Christensen, C. M., Ojomo, E., & Dillon, K. (2019). Cracking Frontier Markets. *Harvard Business Review*, 97(1), Jan-Feb, p.90-101.
- Claver, E., Molina, J., & Tarí, J. (2002). Firm and Industry Effects on Firm Profitability: A Spanish Empirical Analysis. *European Management Journal*, 20(3), 321-328.
- Coff, R. W. (1999). When competitive advantage doesn't lead to performance: The resource-based view and stakeholder bargaining power. *Organization science*, 10(2), 119-133.
- Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 128-152.
- Collis, D. J., & Montgomery, C. A. (2008). Competing on resources. *Harvard business review*, 86(7/8), 140.
- Concannon, M., & Nordberg, D. (2018). Boards strategizing in liminal spaces: Process and practice, formal and informal. *European Management Journal*, 36(1), 71-82.
- Conner, K. R. (1991). A historical comparison of resource-based theory and five schools of thought within industrial organization economics: do we have a new theory of the firm?. *Journal of Management*, 17(1):121-154.
- Coombs, W. T., & Laufer, D. (2018). Global crisis management—current research and future directions. *Journal of International Management*, 24(3), 199-203.
- Courtney, H., Kirkland, J., & Viguerie, P. (1997). Strategy under uncertainty. *Harvard Business Review*, 75(6), 67-79.
- Costa, M. (2008). Um Ano para Esquecer. *Exame*, 21/02/2008.
- Crane, A., Palazzo, G., Spence, L. J., & Matten, D. (2014). Contesting the value of “creating shared value”. *California Management Review*, 56(2), 130-153.
- Cuervo-Cazurra, A., Narula, R., & C. A. (2015). Internationalization motives: sell more, buy better, upgrade and escape. *The Multinational Business Review*, 23(1), 25-35.
- Cummings, J. L., & Doh, J. P. (2000). Identifying who matters: mapping key players in multiple environments. *California Management Review*, 42(2), 83-104.
- Daily, C. M., Dalton, D. R., & Cannella, A. A. (2003). Corporate governance: Decades of dialogue and data. *Academy of Management Review*, 28(3), 371-382.

- Day, George S. Avaliando Arenas Competitivas: Quem São Seus Competidores? (Tradução de: Assessing Competitive Arenas: Who Are Your Competitors?). In Day, George S., Reibstein, David J. & Gunther, Robert E. (eds.), *Wharton on Dynamic Competitive Strategy*, New York: John Wiley & Sons, Inc., 1997.
- de Jong, M., & van Dijk, M. (2015). Disrupting beliefs: A new approach to business-model innovation. *McKinsey Quarterly*, July
- Dias, A. C. A. E. M., da Rocha, A. M. C., & da Silva, J. F. (2014). Modos de Entrada no Investimento Direto no Exterior: Um Estudo da Literatura Empírica/Foreign Direct Investment Entry Modes: A Study of the Empirical Literature. *Revista de Administração Contemporânea*, 18(4), 416.
- Dierickx, I., & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35(12), 1504-1511.
- Dixit, A. K., & Nalebuff, B. (2010). *The art of strategy: A game theorist's guide to success in business & life*. WW Norton & Company.
- Dunning, J. H. (1988). The eclectic paradigm of international production: A restatement and some possible extensions. *Journal of International Business Studies*, Spring, 1-31.
- Dutton, J. E., & Ashford, S. J. (1993). Selling issues to top management. *Academy of Management Review*, 18(3), 397-428
- Eggers, J. P., & Kaplan, S. (2013). Cognition and capabilities: A multi-level perspective. *Academy of Management Annals*, 7(1), 295-340.
- Eisenmann, T., Parker, G., & Van Alstyne, M. W. (2006). Strategies for two-sided markets. *Harvard Business Review*, 84(10), 92.
- Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of Management Review*, 14(1), 57-74.
- Exame (2021). 7 perguntas sobre ESG que todo conselheiro deve fazer nas empresas. Disponível em: <https://invest.exame.com/esg/7-perguntas-sobre-esg-que-todo-conselheiro-deve-fazer-nas-empresas>. Acesso em 26.12.2021.
- Feldman, E. R., & Montgomery, C. A. (2015). Are incentives without expertise sufficient? Evidence from Fortune 500 firms. *Strategic Management Journal*, 36(1), 113-122.
- Felin, T., & Foss, N. J. (2005). Strategic Organization: A field in search of micro-foundations. *Strategic Organization*, 3(4), 441-455
- Ferreira, M. P., Pinto, C., Serra, F., & Filipe, L. (2011). John Dunning's influence in international business/strategy research: a bibliometric study in the strategic management journal. *Journal of Strategic Management Education*, 7(2), 1-24.
- Fischer, T., & Sojer, M. (2015). On the relationship of value creation and value capture: An empirical analysis. *Journal of General Management*, 41(2), 79-106.
- Foss, N. J. (2011). Why micro-foundations for resource-based theory are needed and what they may look like. *Journal of Management*, 37(5), 1413-1428.
- Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and "the corporate objective revisited". *Organization Science*, 15(3), 364-369.
- Friedman, A. L., & Miles, S. (2002). Developing stakeholder theory. *Journal of Management Studies*, 39(1), 1-21.
- Frykmer, T., Uhr, C., & Tehler, H. (2018). On collective improvisation in crisis management—A scoping study analysis. *Safety Science*, 110, 100-109.
- Frynas, J. G., & Stephens, S. (2015). Political corporate social responsibility: Reviewing theories and setting new agendas. *International Journal of Management Reviews*, 17(4), 483-509.
- Furrer, O., Thomas, H., & Goussevskaia, A. (2008). The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research. *International Journal of Management Reviews*, 10(1), 1-23.
- Gagné, M. (2018). From strategy to action: transforming organizational goals into organizational behavior. *International Journal of Management Reviews*, 20, S83-S104.
- Garcia-Castro, R., & Aguilera, R. V. (2015). Incremental value creation and appropriation in a world with multiple stakeholders. *Strategic Management Journal*, 36(1), 137-147.
- Gemsheimer, O., Kanbach, D. K., and Gast, J. (2021). Coopetition research: A systematic literature review on recent accomplishments and trajectories, *Industrial Marketing Management*, 96, 113-134.
- Gilbert, C. G., (2005). Unbundling the Structure of Inertia: Resource versus Routine Rigidity. *The Academy of Management Journal*, 48(5), 741-763.
- Gond, J.-P., Cabantous, L., & Krikorian, F. (2017). How do things become strategic? "Strategifying" corporate social responsibility. *Strategic Organization*, 16(3), 241-272.
- Grossman, R. (2016). The industries that are being disrupted the most by digital. *Harvard Business Review*, 94(3), 2-5.
- Hambrick, D. C., Misangyi, V. F., & Park, C. A. (2015). The quad model for identifying a corporate director's potential for effective monitoring: Toward a new theory of board sufficiency. *Academy of Management Review*, 40(3), 323-344.
- Hartman, J. C. (2000). On the equivalence of net present value and market value added as measures of a project's economic worth. *The Engineering Economist*, 45(2), 158-165.
- Hax, A. C., & Wilde II, D. L. (2003). The delta model—a new framework of strategy. *Journal of Strategic Management Education*, 1(1), 1-21.
- Hax, A., & Wilde II, D. (2001). The Delta Model—discovering new sources of profitability in a networked economy. *European Management Journal*, 19(4), 379-391.

- Hawawini, G., Subramanian, V., & Verdin, P. (2005). Is performance driven by industry-or firm-specific factors? A reply to McNamara, Aime, and Vaaler. *Strategic Management Journal*, 26(11), 1083-1086.
- Hawawini, G., Subramanian, V., & Verdin, P. (2004). The home country in the age of globalization: how much does it matter for firm performance?. *Journal of World Business*, 39(2), 121-135.
- Hawawini, G., Subramanian, V., & Verdin, P. (2003). Is performance driven by industry-or firm-specific factors? A new look at the evidence. *Strategic Management Journal*, 24(1), 1-16.
- Helfat, C. E., & Peteraf, M. A. (2003). The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24(10), 997-1010.
- Hennart, J.-F. (2011). A theoretical assessment of the empirical literature on the impact of multinationality on performance. *Global Strategy Journal*, 1: 135–151.
- Hennart, J.-F. (2007). The Theoretical Rationale for a Multinationality-Performance Relationship. *Management International Review*, 47(3):423-452.
- Heracleous, L. (2001). What is the impact of corporate governance on organisational performance?. *Corporate Governance: An International Review*, 9(3), 165-173.
- Herrmann, P. (2005). Evolution of strategic management: the need for new dominant designs. *International Journal of Management Reviews*, 7(2), 111-130.
- Hill, C. W., Hwang, P., & Kim, W. C. (1990). An eclectic theory of the choice of international entry mode. *Strategic Management Journal*, 11(2), 117-128.
- Hinterhuber, A. (2008). Customer value-based pricing strategies: why companies resist. *Journal of Business Strategy*, 29(4):41-50.
- Ho, J. K. K. (2014). Formulation of a systemic PEST analysis for strategic analysis. *European Academic Research*, 2(5), 6478-6492.
- Hogan, J., & Nagle, T. (2005). What is strategic pricing?. *Strategic Pricing Group Insight*, 1-7.
- Hopkins, W. E., Mallete, P., & Hopkins, S. A. (2013). Proposed Factors Influencing Strategic Inertia/Strategic Renewal in Organizations. *Academy of Strategic Management Journal*, 12(2), 77-94.
- Hrebiniak, L. G. (2006). Obstacles to effective strategy implementation. *Organizational Dynamics*, 35(1), 12-31.
- Hutzschenreuter, T., & Israel, S. (2009). A review of empirical research on dynamic competitive strategy. *International Journal of Management Reviews*, 11(4), 421-461.
- IBGC (Instituto Brasileiro de Governança Corporativa) (2021). *O Pensar Estratégico nas Organizações e o Papel de seus Órgãos de Governança*. IBGC.
- Jacobides, M., Van Alstyne, M. & Sundararajan, A. (2019). Platforms and Ecosystems: Enabling the Digital Economy. Presentation delivered at the World Economic Forum.
- Jarzabkowski, P., & Paul Spee, A. (2009). Strategy-as-practice: A review and future directions for the field. *International Journal of Management Reviews*, 11(1), 69-95.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305-360.
- Johanson, J., & Vahlne, J. E. (2011). Markets as networks: implications for strategy-making. *Journal of the Academy of Marketing Science*, 39(4), 484-491.
- Johanson, J., & Vahlne, J. E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of international business studies*, 40(9), 1411-1431.
- Johanson, J., & Vahlne, J. E. (1990). The mechanism of internationalisation. *International Marketing Review*, 7(4).
- Johanson, J., & Vahlne, J. E. (1977). The internationalization process of the firm—a model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8(1), 23-32.
- Kahneman, D. (2002). Maps of bounded rationality: A perspective on intuitive judgment and choice. *Nobel prize lecture*, 8, 351-401.
- Kahneman, D. (2003a). Maps of bounded rationality: Psychology for behavioral economics. *American Economic Review*, 93(5), 1449-1475. doi:10.1257/000282803322655392
- Kahneman, D. (2003b). A perspective on judgment and choice: Mapping bounded rationality. *American Psychologist*, 58(9), 697-720.
- Kahneman, D. (2003c). A psychological perspective on economics. *American Economic Review*, 93(2), 162-168.
- Kalavar, S., & Mysore, M. (2017). Are you prepared for a corporate crisis. *McKinsey Quarterly Magazine*, 2, 102-112.
- Kaplan, R. S., & Mikes, A. (2012). Managing Risks: A New Framework. *Harvard Business Review*, Feb, 48-60.
- Kaplan, R. S., & Norton, D. P. (2005). The balanced scorecard: measures that drive performance. *Harvard Business Review*, 83(7), 172.
- Ketchen Jr, D. J., Snow, C. C., & Hoover, V. L. (2004). Research on competitive dynamics: Recent accomplishments and future challenges. *Journal of Management*, 30(6), 779-804.
- Khan, S. (2016). Leadership in the digital age: A study on the effects of digitalisation on top management leadership. Stockholm Business School.
- Kim, C., & Mauborgne, R. (2005a). *A Estratégia do Oceano Azul – Como criar novos mercados e tornar a concorrência irrelevante*. Rio de Janeiro: Campus.

- Kim, W. C., & Mauborgne, R. (2005b). How to create uncontested market space and make the competition irrelevant. *Harvard Business Review*, 4(13), 1-2.
- King, D. R., Dalton, D. R., Daily, C. M., & Covin, J. G. (2004). Meta-analyses of post-acquisition performance: Indications of unidentified moderators. *Strategic Management Journal*, 25(2), 187-200.
- Klang, D., Wallnöfer, M., & Hacklin, F. (2014). The business model paradox: A systematic review and exploration of antecedents. *International Journal of Management Reviews*, 16(4), 454-478.
- Kohler, T. (2015). Crowdsourcing-based business models: how to create and capture value. *California Management Review*, 57(4), 63-84.
- Krämer, A., Jung, M., & Burgartz, T. (2016). A small step from price competition to price war: understanding causes, effects and possible countermeasures. *International Business Research*, 9(3), 1-13.
- Kuechle, G., Boulu-Reshef, B., & Carr, S. D. (2016). Prediction-and control-based strategies in entrepreneurship: the role of information. *Strategic Entrepreneurship Journal*, 10(1), 43-64.
- Kumar, N. (2006). Strategies to fight low-cost rivals. *Harvard Business Review*, 84(12), 104-12.
- Lamarre, E., & Pergler, M. (2009). Risk: Seeing around the corners. *McKinsey Quarterly*, October, 102-106.
- Langley, A. (1995). Between "paralysis by analysis" and "extinction by instinct". *Sloan Management Review*, 36(3), 63.
- Lawrence, D. (1998). Leading Discontinuous Change: Ten Lessons from the Battlefield. In Hambrick, D., Nadler, D. & Tushman, M. *Navigating Change: How CEO's, Top Teams, and Boards Steer Transformation*. Boston, Massachusetts: Harvard Business School Press.
- Lee, S. Y., Sung, Y. H., Choi, D., & Kim, D. H. (2021). Surviving a crisis: how crisis type and psychological distance can inform corporate crisis responses. *Journal of Business Ethics*, 168(4), 795-811.
- Lee, S. H., & Makhija, M. (2009). Flexibility in internationalization: is it valuable during an economic crisis?. *Strategic Management Journal*, 30(5), 537-555.
- Lepak, D. P., Smith, K. G., & Taylor, M. S. (2007). Value creation and value capture: a multilevel perspective. *Academy of Management Review*, 32(1), 180-194.
- Li, F. (2020). The digital transformation of business models in the creative industries: A holistic framework and emerging trends. *Technovation*, 92, 102012
- Lieberman, M. B., Balasubramanian, N., & Garcia-Castro, R. (2018). Toward a dynamic notion of value creation and appropriation in firms: The concept and measurement of economic gain. *Strategic Management Journal*, 39(6), 1546-1572.
- Lockett, A., & Thompson, S. (2001). The resource-based view and economics. *Journal of Management*, 27(6), 723-754.
- Mackay, D., & Zundel, M. (2016). Recovering the Divide: A Review of Strategy and Tactics in Business and Management. *International Journal of Management Reviews*, 18(1), 1-20
- MacLennan, A. (2011). *Strategy execution: translating strategy into action in complex organizations*. London: Routledge.
- Madhok, A., Li, S., & Priem, R. L. (2010). The resource-based view revisited: Comparative firm advantage, willingness-based isolating mechanisms and competitive heterogeneity. *European Management Review*, 7(2), 91-100.
- Magretta, J. (2002). Why business models matter. *Harvard Business Review*, 80(5), 86-92.
- Mano, C. & Costa, M. (2009). Um Ano para Ficar na História. *Exame*, 09/07/2009.
- Mariotto, F. (2007). *Estratégia Internacional da Empresa*. In Isabella Vasconcelos; Flávio Vasconcelos; André Mascarenhas (coords.). Coleção Debates em Administração. São Paulo: Thompson.
- Massa, L., Tucci, C., & Afuah, A. (2017). A Critical Assessment of Business Model Research. *Academy of Management Annals*, 11(1), 73-104.
- Mathur, S. S., Mathur, S., & Kenyon, A. (2001). *Creating value: successful business strategies*. 2nd ed. Oxford: Butterworth-Heinemann.
- Matzler, K., Bailom, F., Friedrich von den Eichen, S., & Kohler, T. (2013). Business model innovation: coffee triumphs for Nespresso. *Journal of Business Strategy*, 34(2), 30-37.
- Mauri, A. J., & Michaels, M. P. (1998). Firm and industry effects within strategic management: An empirical examination. *Strategic Management Journal*, 19(3), 211-219.
- McGahan, A. M., & Porter, M. E. (2002). What do we know about variance in accounting profitability?. *Management Science*, 48(7), 834-851.
- McGahan, A. M., & Porter, M. E. (1999). The persistence of shocks to profitability. *Review of Economics and Statistics*, 81(1), 143-153.
- McGahan, A. M., & Porter, M. E. (1997). How much does industry matter, really?. *Strategic Management Journal*, 15-30.
- McIlquham-Schmidt, A. (2010). A meta-analytical review of the relationship between strategic planning and corporate performance. Trabajo de investigación, Aarhus University, Dinamarca.
- Mcnamara, G., Aime, F., & Vaaler, P. M. (2005). Is performance driven by industry-or firm-specific factors? A response to Hawawini, Subramanian, and Verdin. *Strategic Management Journal*, 26(11), 1075-1081.
- McNulty, E. J., & Marcus, L. (2020). Are you leading through the crisis... or managing the response. *Harvard Business Review*, Mar 2020. Retrieved from: <https://hbr.org/2020/03/are-you-leading-through-the-crisis-or-managing-the-response>. Access on 15-Nov-2020

- McSweeney, B. (2002) "Hofstede's model of national cultural differences and their consequences: A triumph of faith-a failure of analysis", *Human relations*, Vol. 55, No. 1, pp. 89-118.
- Meissner, P., & Wulf, T. (2020). The Hidden Values Driving Strategy. *MIT Sloan Management Review*.
- Mellahi, K., & Sminia, H. (2009). Guest Editors' Introduction: The frontiers of strategic management research. *International Journal of Management Reviews*, 11(1), 1-7.
- Miller, A., & Dess, G. G. (1993). Assessing Porter's (1980) model in terms of its generalizability, accuracy and simplicity. *Journal of Management Studies*, 30(4), 553-585.
- Miller, K. D., & Waller, H. G. (2003). Scenarios, real options and integrated risk management. *Long Range Planning*, 36(1), 93-107.
- Miller, C. C., Washburn, N. T., & Glick, W. H. (2013). Perspective—The myth of firm performance. *Organization Science*, 24(3), 948-964.
- Mintzberg, H. (1988). Generic Strategies: Toward a Comprehensive Framework, *Advances in Strategic Management*, vol.5 JAI Press Greenwich - CT p.1-67, 1988.
- Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257-272.
- Mirabeau, L., & Maguire, S. (2014). From autonomous strategic behavior to emergent strategy. *Strategic Management Journal*, 35(8), 1202-1229.
- Molloy, J. C., & Barney, J. B. (2015). Who captures the value created with human capital? A market-based view. *Academy of Management Perspectives*, 29(3), 309-325
- Montiel, I., Gallo, P. J., & Antolin-Lopez, R. (2020). What on Earth should managers learn about corporate sustainability? A threshold concept approach. *Journal of Business Ethics*, 162(4), 857-880.
- Montiel, I., Cuervo-Cazurra, A., Park, J., Antolin-López, R., & Husted, B. W. (2021). Implementing the United Nations' Sustainable Development Goals in international business. *Journal of International Business Studies*, 1-32.
- Muñoz, P., & Cohen, B. (2018). A compass for navigating sharing economy business models. *California Management Review*, 61(1), 114-147.
- Nagle, T. T. (1993). Managing price competition. *Marketing Management*, 2(1), 36-45.
- Nagle, T. T., Hogan, J. E., & Zale, J. (2010). *The strategy and tactics of pricing: a guide to growing more profitably*. 5th ed., New York: Routledge.
- Nardi, L., Zenger, T., Lazzarini, S. G., & Cabral, S. (2021). Doing well by doing good, uniquely: Materiality and the market value of unique CSR strategies. *Strategy Science*.
- Nelson, R. R. (1991). Why do firms differ, and how does it matter?. *Strategic Management Journal*, 12(S2), 61-74.
- Nguyen, Q. T., & Kim, S. (2020). The multinationality and performance relationship: Revisiting the literature and exploring the implications. *International Business Review*, 29(2), 1-15.
- Nickerson, J. A., Silverman, B. S., & Zenger, T. R. (2007). The 'problem' of creating and capturing value. *Strategic Organization*, 5(3), 211-225.
- Ocasio, W. (1997). Towards an attention-based view of the firm. *Strategic Management Journal*, 18(S1), 187-206.
- Ocasio, W. (2011). Attention to attention. *Organization Science*, 22(5), 1286-1296.
- Ocasio, W., & Joseph, J. (2018) The Attention-Based View of Great Strategies. *Strategy Science*, 3(1):289-294.
- Ojomo, E., & Alton, H. (2020). Avoiding the Prosperity Paradox: How to build economic resilience in a post-COVID world. Christensen Institute, July 2020.
- Okumus, F. (2003). A framework to implement strategies in organizations. *Management Decision*, 41(9), 871-882.
- Oliveira, C. A., Carneiro, J., & Esteves, F. (2019). Conceptualizing and measuring the "strategy execution" construct. *Journal of Business Research*, 105, 333-344.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
- Osterwalder, A., Pigneur, Y., & Tucci, C. L. (2005). Clarifying business models: Origins, present, and future of the concept. *Communications of the Association for Information Systems*, 16(1).
- Ozturk, A., Joiner, E., & Cavusgil, S. T. (2015). Delineating foreign market potential: A tool for international market selection. *Thunderbird International Business Review*, 57(2), 119-141.
- Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. *Harvard Business Review*, 84(1), 62.
- Peng, M. W. (2001). The resource-based view and international business. *Journal of Management*, 27(6), 803-829.
- Peteraf, M. A. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal*, 14(3), 179-191.
- Pickton, D. W., & Wright, S. (1998). What's swot in strategic analysis?. *Strategic Change*, 7(2), 101-109.
- Piercy, N. F., Cravens, D. W., & Lane, N. (2010). Thinking strategically about pricing decisions. *Journal of Business Strategy*, 31(5), 38-48.
- Pisani, N., Garcia-Bernardo, J., & Heemskerk, E. (2020). Does it pay to be a multinational? A large-sample, cross-national replication assessing the multinationality–performance relationship. *Strategic Management Journal*, 41(1), 152-172.
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 25-40.
- Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal*, 12(S2), 95-117.
- Porter, M. (1987). From Competitive Advantage to Corporate Strategy. *Harvard Business Review*, 65(3), 43-59

- Porter, M. E. (1986). Changing patterns of international competition. *California Management Review*, 28(2), 9-40.
- Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free Press (obs: também podem usadas quaisquer reimpressões do livro)
- Porter, M. E. (1985). *Competitive advantage: creating and sustaining superior performance*. 1985. New York: Free Press.
- Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S., & Hawkins, E. (2011). Measuring shared value. How to Unlock Value by Linking Social and Business Results. *Proceedings of the FSG-hosted Shared Value Summit*, Cambridge, MA, June.
- Porter, M. E., & Kramer, M. R. (2011). The big idea: Creating shared value. *Harvard Business Review*, 89(1), 2-17.
- Powell, T. C. (2017). Strategy as diligence: Putting behavioral strategy into practice. *California Management Review*, 59(3), 162-190.
- Powell, T. C. (2001). Competitive advantage: logical and philosophical considerations. *Strategic Management Journal*, 22(9), 875-888.
- Powell, T. C., Lovallo, D., & Fox, C. R. (2011). Behavioral strategy. *Strategic Management Journal*, 32(13), 1369-1386.
- Prahalad, C. K., Bettis, R. A. (1986). The dominant logic: A new linkage between diversity and performance. *Strategic Management Journal*, 7, 485-501.
- Priem, R. L. (2007). A consumer perspective on value creation. *Academy of management review*, 32(1), 219-235.
- Priem, R. L. (2001). "The" business-level RBV: Great wall or Berlin wall?. *Academy of Management Review*, 499-501.
- Priem, R. L., Butler, J. E., & Li, S. (2013). Toward reimagining strategy research: retrospection and propection on the 2011 AMR decade award article. *Academy of Management Review*, 38(4), 471-489.
- Priem, R. L., & Butler, J. E. (2001a). Is the resource-based "view" a useful perspective for strategic management research?. *Academy of Management Review*, 26(1), 22-40.
- Priem, R. L., & Butler, J. E. (2001b). Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26(1), 57-66.
- Pun, K. F., & White, A. S. (2005). A performance measurement paradigm for integrating strategy formulation: A review of systems and frameworks. *International Journal of Management Reviews*, 7(1), 49-71.
- Purkayastha, S., Manolova, T. S., & Edelman, L. F. (2012). Diversification and performance in developed and emerging market contexts: A review of the literature. *International Journal of Management Reviews*, 14(1), 18-38.
- Ramos-Rodríguez, A. R., & Ruiz-Navarro, J. (2004). Changes in the intellectual structure of strategic management research: A bibliometric study of the Strategic Management Journal, 1980–2000. *Strategic Management Journal*, 25(10), 981-1004.
- Reed, R. & Luffman, G. (1986). Diversification: the growing confusion. *Strategic Management Journal*, 7(1), 29-35
- Reeves, M., Love, C., & Tillmanns, P. (2012). Your strategy needs a strategy. *Harvard Business Review*, 90(9), 76-83
- Reinartz, W., Wiegand, N., & Imschloss, M. (2019). The impact of digital transformation on the retailing value chain. *International Journal of Research in Marketing*, 36(3), 350-366.
- Richardson, J. (2008). The business model: an integrative framework for strategy execution. *Strategic Change*, 17(5-6), 133-144
- Rothman, N. B., Pratt, M. G., Rees, L., & Vogus, T. J. (2017). Understanding the dual nature of ambivalence: Why and when ambivalence leads to good and bad outcomes. *Academy of Management Annals*, 11(1), 33- 72.
- Roquebert, J. A., Phillips, R. L., & Westfall, P. A. (1996). Markets vs. management: What'drives' profitability?. *Strategic Management Journal*, 653-664.
- Rousseau, D. M. (2006). Is there such a thing as "evidence-based management"?. *Academy of Management Review*, 31(2), 256-269.
- Rumelt, R. P. (1991). How much does industry matter?. *Strategic Management Journal*, 12(3), 167-185.
- Rumelt (2011). *Good Strategy / Bad Strategy: The Difference and why it Matters*. New York: Crown Business.
- Ryall, M. D. (2013). The new dynamics of competition. *Harvard Business Review*, 91(6), 80-87
- Rynes, S. L., Giluk, T. L., & Brown, K. G. (2007). The very separate worlds of academic and practitioner periodicals in human resource management: Implications for evidence-based management. *Academy of Management Journal*, 50(5), 987-1008.
- Saito, R., & Silveira, A. D. M. D. (2008). Governança corporativa: custos de agência e estrutura de propriedade. *Revista de Administração de Empresas*, 48(2), 79-86.
- Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review*, 26(2), 243-263.
- Schmalensee, R. (1985). Do markets differ much?. *The American Economic Review*, 75(3), 341-351.
- Scoblic, J. P. (2020). Learning from the Future: How to make robust strategy in times of deep uncertainty. *Harvard Business Review*, 98(4), 37-52
- Shafer, S. M., Smith, H. J., & Linder, J. C. (2005). The power of business models. *Business Horizons*, 48(3), 199-207.
- Sibony, O., Lovallo, D., Powell, T. D. (2017). Behavioral Strategy and the Strategic Decision Architecture of the Firm. *California Management Review*, 59(3), 5-21.
- Silveira (2020). A Empresa Resiliente: Cahves para o sucesso no mundo pós-Covid. Virtuos Company, maio 2020.
- Sinkovics, N., Sinkovics, R. R., & Yamin, M. (2014). The role of social value creation in business model formulation at the bottom of the pyramid—implications for MNEs?. *International Business Review*, 23(4), 692-707.
- Stallkamp, M., & Schotter, A. P. (2021). Platforms without borders? The international strategies of digital platform firms. *Global Strategy Journal*, 11(1), 58-80.

- Steigenberger, N. (2017). The challenge of integration: A review of the M&A integration literature. *International Journal of Management Reviews*, 18(4), 408-431.
- Sull, D. N. (2007). Closing the gap between strategy and execution. *Sloan Management Review*, 48(4), 30.
- Tallman, S. (2014). Business Models and the Multinational Firm. In *Multidisciplinary Insights from New AIB Fellows* (pp. 115-138). Emerald Group Publishing Limited.
- Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2), 172-194.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 509-533.
- Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, 185(4157), 1124-1131.
- Tyagi, R. K. (2001). Cost leadership and pricing. *Economics Letters*, 72(2), 189-193.
- Vaara, E., & Whittington, R. (2012). Strategy-as-practice: taking social practices seriously. *The Academy of Management Annals*, 6(1), 285-336.
- Vahlne, J. E., & Johanson, J. (2020). The Uppsala model: Networks and micro-foundations. *Journal of International Business Studies*, 51(1), 4-10.
- Vahlne, J. E., & Johanson, J. (2017). From internationalization to evolution: The Uppsala model at 40 years. *Journal of International Business Studies*, 48(9), 1087-1102.
- Vahlne, J. E., & Johanson, J. (2013). The Uppsala model on evolution of the multinational business enterprise—from internalization to coordination of networks. *International Marketing Review*, 30(3):189-210.
- Van Alstyne, M. W., Parker, G. G., & Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. *Harvard Business Review*, 94(4), 54-62.
- Van Zanten, J. A., & Van Tulder, R. (2018). Multinational enterprises and the Sustainable Development Goals: An institutional approach to corporate engagement. *Journal of International Business Policy*, 1(3), 208-233.
- Vermeulen, F., & Sivanathan, N. (2017). Stop Doubling Down on Your Failing Strategy. *Harvard Business Review*, Nov-Dec, 111-117 2017.
- Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The journal of strategic information systems*, 28(2), 118-144.
- Wang, C. L., & Ahmed, P. K. (2007). Dynamic capabilities: A review and research agenda. *International Journal of Management Reviews*, 9(1), 31-51.
- 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.
- Wenger, E., Trayner, B. & de Laat, M. (2011). Promoting and assessing value creation in communities and networks: a conceptual framework. Ruud de Moor Centrum, Open Universiteit, Netherlands
- Wenzel, M., Stanske, S., & Lieberman, M. B. (2020). Strategic responses to crisis. *Strategic Management Journal*, v7-v18.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.
- Wiltbank, R., Dew, N., Read, S. & Sarasvathy, S. D. (2006). What to Do Next? The Case for Non-Predictive Strategy. The Case for Non-Predictive Strategy. *Strategic Management Journal*, 27: 981–998.
- Whittington, R., Jarzabkowski, P., Mayer, M., Mounoud, E., Nahapiet, J., & Rouleau, L. (2003). Taking strategy seriously responsibility and reform for an important social practice. *Journal of Management Inquiry*, 12(4), 396-409.
- Yoffie, D. B., & Kwak, M. (2006). With friends like these: the art of managing complementors. *Harvard Business Review*, 84(9), 88-98.
- Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. *Academy Of Management Review*, 27(2), 185-203.
- Zenger, J., & Folkman, J. (2017). How managers drive results and employee engagement at the same time. *Harvard Business Review Online*.
- Zollo, M., Minoja, M., & Coda, V. (2018). Toward an integrated theory of strategy. *Strategic Management Journal*, 39(6), 1753-1778.
- Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13(3), 339-351
- Zott, C., & Amit, R. (2008). The fit between product market strategy and business model: implications for firm performance. *Strategic Management Journal*, 29(1), 1-26.

AULA-A-AULA

Datas	Atividades-base	Leituras Obrigatórias	Leituras complementares (<i>fortemente sugeridas para os alunos que vão apresentar o respectivo tópico em sala de aula</i>)
Aula 1	Leituras obrigatórias assinaladas no programa.		
Sessão 1	<p><u>Apresentação Tema #1 – Análise da estrutura da indústria</u></p> <ul style="list-style-type: none"> Análise do ambiente externo <ul style="list-style-type: none"> Estrutura da indústria Macro-ambiente Complementadores <p><u>Apresentação Tema #2 – Coopetição e o Dilema do Prisioneiro</u></p> <ul style="list-style-type: none"> Coopetição e o dilema do prisioneiro 	<p>Barney & Hesterly (2017, cap. 2) Porter (2008)</p> <p>Yoffie & Kwak (2006)</p> <p>Bengtsson & Kock (2014)</p>	<p>Cummings & Doh (2000) Day (1997) Eggers & Kaplan (2013) Hax & Wilde (2001, 2003) Ho (2014) Lamarre & Pergler (2009) Pickton & Wright (1998) Porter (1980)</p> <p>Argyres et al. (2015) Brandenburger & Nalebuff (1995) Brandenburger & Nalebuff, 1996) Chen (2008) Dixit & Nalebuff (2010, cap.3) Gernsheimer et a. (2021)</p>
Sessão 2	<p>Apresentação Tema #3 – Condições de não-imitabilidade</p> <p>Visão baseada nos recursos (VBR) e o modelo VRIO</p> <p>Apresentação Tema #4 – Competências dinâmicas</p> <p>Competências dinâmicas</p>	<p>Barney & Hesterly (2017, cap. 3) Priem & Butler (2001a)</p> <p>Teece et al. (1997)</p>	<p>Alvarez & Busenitz (2001) Barney (1989, 1991, 2001a, 2001b) Barney et al. (2001) Collis & Montgomery (2008) Conner (1991) Dierickx & Cool (1989) Lockett & Thompson (2001) Madhok & Priem (2010) Peteraf (1993) Priem (2001) Priem & Butler (2001b) Priem et al. (2013) Wernerfelt (1984)</p> <p>Cohen & Levinthal (1990) Helfat & Peteraf (2003) Wang & Ahmed (2007) Zahra & George (2002) Zollo & Winter (2002)</p>

<p>Sessão 3</p>	<p>Plataformas e efeitos de rede</p> <p>Apresentação Tema #5 – Modelos de negócio</p> <p>Modelos de negócio</p> <p>Transformação Digital</p>	<p>Eisenmann et al. (2006) Jacobides et al. (2019)</p> <p>Osterwalder et al. (2005) Casadesus-Masanel, & Ricart (2010) Teece (2010) Caso: Nespresso .. Matzler et al. (2013) .. Brem et al. (2016)</p> <p>Vial (2019)</p>	<p>Atluri et al. (2017) Stallkamp & Schotter (2021) Van Alstyne et al. (2016) Wenger et al. (2011)</p> <p>Amit & Zott (2001) Baden-Fuller & Morgan (2010) Bart & Baetz (1998) Bigdeli et al. (2021) Brem et al. (2016) Chesbrough (2007) Christensen et al. (2016) Christensen et al. (2019) de Jong & van Dijk (2015) Klang et al. (2014) Magretta (2002) Massa et al. (2017) Osterwalder & Pigneur (2005, 2010) Richardson (2008) Shafer et al. (2005) Tallman (2014) Zott & Amit (2008)</p> <p>Bughin et al. (2017) Khan (2017) Li (2020) Reinartz et al. (2018)</p>
<p>Sessão 4</p>	<p>Apresentação Tema #6 – Posicionamento competitivo</p> <p>Estratégias competitivas – Liderança em custo</p> <p>Estratégias competitivas – Diferenciação</p>	<p>Barney & Hesterly (2017, cap. 4)</p> <p>Barney & Hesterly (2017, cap. 5)</p>	<p>Carneiro et al. (1997) Kumar (2006) Porter (1985, cap. 3)</p> <p>Kiron & Schrage (2019) Miller & Dess (1993) Mintzberg (1988) Porter (1985, cap. 4 e 7)</p>
<p>Sessão 5</p>	<p>Apresentação Tema #7 – Posicionamento competitivo e precificação</p> <p>Posicionamento competitivo</p> <p>Decisões de precificação para explorar vantagens de custo e de diferenciação</p>	<p>Chew (2000)</p> <p>Hinterhuber (2008) Hogan & Nagle (2005)</p>	<p>Kim & Mauborgne (2005b) Kim & Mauborgne (2005a, cap. 3, 4 e 5)</p> <p>Krämer et al. (2016) Mathur & Kenyon (2001, cap. 5-6) Nagle (1993) Nagle et al. (2010, cap. 1, 2 e 9) Piercy et al. (2010) Tyagi (2011)</p>

<p>Sessão 8</p>	<p>Apresentação Tema #11 – Governança corporativa</p> <p>Agency theory</p> <p>ASG / ESG – Questões de governança corporativa</p> <p>Apresentação Tema #12 – Atenção a riscos corporativos</p> <p>Atenção a riscos corporativos</p>	<p>Jensen & Meckling (1976)</p> <p>Alshareef & Sandhu (2015) Saito & Silveira (2008)</p> <p>Miller & Waller (2003) Ocasio (1997)</p>	<p>Daily et al. (2003) Eisenhardt (1989) Feldman & Montgomery (2015) Freeman et al. (2004) Friedman & Miles (2002) Heracleous (2001)</p> <p>Concannon, Nordberg (2017) Exame (2021) Hambrick et al. (2015) Silveira (2020) IBGC (2021) Videos curtos no YouTube: O que é cegueira ética? https://youtu.be/p8YRzcBy3wo Como evitar a cegueira ética nas empresas? https://youtu.be/6yEaJQMpw2Q Como medir a cultura ética de uma empresa? https://youtu.be/RliRIVieBsw Por que precisamos de mais ética (e menos compliance) nas empresas? https://youtu.be/-mjHEJe1CYg Uma Visão de Futuro para a Governança Corporativa e Gestão no Século XXI: https://youtu.be/8h9RufQWuW4 Empresas resilientes: sucesso no mundo pós-Covid-19: https://youtu.be/vdt4xk3QR1c</p> <p>Bromiley et al. (2015) Kaplan & Mikes (2012) Miller & Reuer (1996) Ocasio (2011)</p>
-----------------	--	--	---

<p>Sessão 9</p>	<p>Apresentação Tema #13 – Processo de planejamento estratégico</p> <p>Processo e conteúdo de planejamento estratégico</p> <p>Evidence-Based Management</p> <p>Previsão vs. controle</p>	<p>Boyd & Reuning-Elliott (1998) Langley (1995) Sibony et al. (2017)</p> <p>Barends et al. (2014)</p> <p>Wiltbank et al. (2006)</p>	<p>Baer et al. (2013) Bardolet et al. (2011) Collis & Rukstad (2008) Dutton & Ashford (1993) Gilbert (2005) Hopkins et al. (2013) Kahneman (2003a, 2003b) Kenny (2018) McIlquham-Schmidt (2010) Meissner & Wulf (2020) Mintzberg & Waters (1985) Prahalad & Bettis (1986) Rothman et al. (2017) Rumelt (2011) Tversky & Kahneman (1974) Vermeulen & Sivanathan (2017) Zollo et al. (2018)</p> <p>Briner et al. (2009) Cascio (2007) Pfeffer & Sutton (2006) Rousseau (2006) Rynes et al. (2007)</p> <p>Courtney et al. (1997) Kuechle et al. (2016) Reeves et al. (2012) Sarasvathy (2001)</p>
-----------------	--	---	--

<p>Sessão 13</p>	<p>Apresentação Tema #18 – Seleção de países e de modos de entrada no exterior</p> <p>Critérios de seleção de países</p> <p>Modos de entrada no exterior</p> <p>Apresentação Tema #19 – Internacionalização e desempenho</p> <p>Paradigma eclético da produção internacional</p> <p>Modelo do Processo de Internacionalização de Uppsala</p> <p>RBV e internacionalização</p> <p>Configuração e coordenação das operações internacionais</p> <p>Internacionalização e desempenho organizacional</p>	<p>Ozturk et al. (2015)</p> <p>Brouthers (2002)</p> <p>Dunning (1988)</p> <p>Johanson & Vahlne (1977) Vahne & Johanson (2020)</p> <p>Porter (1986)</p> <p>Hennart (2007)</p>	<p>Cavusgil et al. (2004)</p> <p>Anderson & Gatignon (1986) Brouthers (2013) Hill et al. (1990)</p> <p>Johanson & Vahlne (1990, 2009, 2011) Vahne & Johanson (2013, 2017)</p> <p>Peng (2001)</p> <p>Abdi & Aulakh (2018) Hennart (2011) Lee & Makhija (2009) Nguyen & Kim (2020) Pisani et al. (2020)</p>
<p>Sessão 14</p>	<p>Componentes da variância do desempenho empresarial</p> <p>Apresentação Tema #20 – Desempenho organizacional</p> <p>Desempenho organizacional – conceituação e mensuração</p>	<p>Brito & de Vasconcelos (2005) Rumelt (1991)</p> <p>Kaplan & Norton (2005) Pun & White (2005)</p>	<p>Bowman & Helfat (2001) Brush & Bromiley (1997) Claver et al. (2002) Hawawini et al. (2003, 2004, 2005) Mauri & Michaels (1998) McGahan & Porter (1997, 1999, 2002) McNamara (2005) Nelson (1991) Roquebert (1996) Schmalensee (1985)</p> <p>Bititci et al. (2012) Carneiro et al. (2007) Carneiro (2018) Costa (2008) Hartman (2000) Mano & Costa (2009) Miller et al. (2013)</p>

MINI-CV DO PROFESSOR

Jorge Carneiro é Doutor em Administração de Empresas pelo Coppead/UFRJ, Mestre em Administração de Empresas pelo IAG/PUC-Rio e bacharel em Engenharia Eletrônica pela PUC-Rio. Professor Associado de Estratégia e Negócios Internacionais da FGV EAESP e coordenador acadêmico do OneMBA - *Global Executive MBA*. Antes de ingressar na FGV, Carneiro foi professor adjunto, assistente e associado na PUC-Rio (1998-2016), onde também atuou como coordenador acadêmico (2008-2016) do MBA em Management.

Carneiro é presidente da AIB-LAC (*Academy of International Business, Latin America and the Caribbean chapter*) e serviu como membro do *board* da EIBA (*European International Business Academy*, 2011-2016) e membro do comitê executivo do BALAS (*Business Association of Latin American Studies*, 2009-2014), bem como coordenador da divisão de Estratégia em Organizações da ANPAD (2015-2017).

Carneiro é membro do comitê estratégico de governança corporativa da Amcham e membro do comitê temático de estratégia do IBGC (Instituto Brasileiro de Governança Corporativa).

Carneiro é editor-chefe da RAE (*Revista de Administração e Empresas*) e serviu como Editor-chefe da *Brazilian Administration Review* (2010-2015) e co-editor convidado de cinco edições especiais sobre a América Latina publicadas pelo *Journal of Business Research* e de uma edição especial sobre a América Latina publicada pela *Multinational Business Review*. É também editor associado dos periódicos científicos *International Business Review*, *Multinational Business Review*, *Brazilian Administration Review* e *Management Research*.

Os interesses de pesquisa de Carneiro se concentram nos aspectos comportamentais do planejamento estratégico e sua execução, internacionalização de empresas de países emergentes, impacto social das multinacionais e avaliação do desempenho organizacional. Carneiro publicou mais de 50 artigos e capítulos de livros, foi co-autor de um livro e co-editou um livro. Sua pesquisa foi publicada em *International Business Review*, *Journal of Business Research*, *Multinational Business Review*, *Journal of Small Business and Enterprise Development*, *Management Decision*, *International Journal of Educational Management*, *Journal of Retail & Distribution Management*, *Latin American Business Review*, *Brazilian Administration Review*, *Academia Revista Latinoamericana de Administración*, entre outros periódicos científicos. A tese de doutorado de Carneiro recebeu o Prêmio 2008 do Ministério da Educação do Brasil como melhor tese de doutorado em Administração de Empresas. Antes de abraçar a carreira acadêmica, Carneiro acumulou ampla experiência profissional na indústria de petróleo & gás e em empresas digitais, tendo atuado em desenvolvimento de serviços de TI, planejamento estratégico e avaliação de investimentos. Carneiro tem ministrado cursos de curta duração em escolas de negócios da América Latina - INCAE (Costa Rica) e ESAN (Peru) – e tem sido painelistas em diversos congressos internacionais.

e-mail: jorge.carneiro@fgv.br