

DEPARTAMENT.....: General Management and Human Resources (ADM)
PROGRAM : Master and Doctorate Program in Business Administration (CMCD AE)
COURSE : Business Strategy: knowledge-based view and value creation
PROFESSOR..... : Marina Gama
SEMESTER/YEAR: : 3st quarter / 2023
CLASS-HOURS.....: 30 hours
DAYS/HOURS.....: Thursday, 9:00am thru 12:50pm
ROOM.....:

COURSE DESCRIPTION

At the end of this course, participants are expected to be able to understand different perspectives on the existence of companies, understand the concept of "value" and the difference between value creation and capture, understanding the relationship between strategy, competitive advantage, business model, value and organizational performance. The participant must be motivated to respond to gaps and trends (both content and methodological) in research on strategic management. The course is designed with graduate students in mind with strict academic orientation, and is instruction in building reading skills and comparative critical analysis with comparative texts.

Prior reading of the texts indicated is essential for the use of the course. It is expected that students are capable of both projected research studies and critical studies, that they can propose themselves a comprehensive view of the bases of theory in strategy and exploring specific aspects and points of theory in strategy and exploring aspects and points of view, regarding the proposal in strategy and exploring specific aspects and points. This discipline is also important for the researcher to be fundamentally about the origins and premises of the theoretical theories underlying strategic management tools.

The course learning goals are presented in the table below, showing how they contribute to the learning goals related to the objectives of CMCDAE.

LEVEL OF CONTRIBUTION *			
High	Medium	Low	None
●●●	●●○	●○○	○○○

CMCDAE Objectives	Course learning goals	Level of Contribution *
Qualitative research methods	identify gaps and trends (both content and methodological) in research on strategic management	○○○
Quantitative research methods	identify gaps and trends (both content and methodological) in research on strategic management	○○○
Knowledge of research themes and theory	<ul style="list-style-type: none"> Recognize different perspectives on the existence of companies understand the concept of "value" and the difference between creating and capturing value understand the relationship between strategy, competitive advantage, business model, value and organizational performance 	●●●
Research procedures	<ul style="list-style-type: none"> Recognize gaps and trends in strategy research 	●●○
Relevance and innovation in research		



Development of academic papers		
Other course learning goals:.....		

The full description of the CMCDAE objectives, and other related information, may be found at <https://rebrand.ly/cmae-eaespp> (masters) e <https://rebrand.ly/cdae-eaespp> (doctorate).

PREVIOUS KNOWLEDGE REQUIRED, IF APPLICABLE

CONTENT/METHODOLOGY

The planned activities for the course include: a) individual presentations of the key texts, complemented by class discussion; b) writing of a theoretical essay (which should not be just a summary of the texts, but rather a structured review of the literature with suggestions for future research).

The theoretical essay must be between 8 and 15 pages and must follow the formatting guidelines of AMR. The student must advance (at least) one hypothesis about how certain firms attain (sustained) superior performance. Alternatively, students may choose to deliver a PowerPoint presentation, as appropriate for an academic conference session, but the presentation must have a good balance between clarity of the logic and length of text. Logical arguments must rest on the following points: (a) theories discussed in class (mandatory) or (b) empirical observations of the phenomenon. AMR editorials about what constitutes a theoretical contribution can be helpful.

STUDENT PERFORMANCE ASSESSMENT

Content and engaging pedagogical approach in the seminar presentations:	25%
Active in-class participation:	25%
Theoretical essay:	50%

COURSE CONTENT

1. Resource-Based View
 - a) foundations
 - b) routines
 - c) heterogeneity vs. mimetism
 - d) dynamic capabilities
2. Value creation and value appropriation
3. Business models
4. Strategy and Performance
5. Hot topics in strategy



F U N D A Ç Ã O
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BIBLIOGRAFIA (OBRIGATÓRIA E COMPLEMENTAR)
