

DEPARTAMENT.....: General Management and Human Resources (ADM)
PROGRAM: Master and Doctorate Program in Business Administration (CMCD AE)
COURSE: Business Strategy
PROFESSOR: Jorge Carneiro
SEMESTER/YEAR: : 1st / 2021
CLASS-HOURS:.....: 30 hours
DAYS/HOURS.....: Wednesday, 3:00 thru 06:50pm
ROOM.....: (to be defined)

COURSE DESCRIPTION

The students are expected to be able to become knowledgeable about the main theoretical underpinnings of strategy and competitive advantage, starting from the analysis of its theoretical origins and its foundations in Economics and Industrial Organization Theory. The course was designed for *stricto sensu* students, with clear academic orientation, and is focused on building critical reading skills and comparative analysis. For students unfamiliar with business strategy and microeconomics, the reading of introductory texts, such as Barney and Hesterly (2011) and Besanko et al. (2006), is recommended. Students are expected to be able to discuss in depth the assigned texts, and critically analyze both the theoretical arguments and the empirical evidence they bring, in order to develop a comprehensive understanding of the fundamentals of theory in business strategy and to explore aspects worthy of future research.

LEARNING GOALS

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 | | ○○○ |
| Quantitative research methods | | ○○○ |
| Knowledge of research themes and theory | <ul style="list-style-type: none"> Contemplate the main theoretical streams of strategy research Understand the scope and content of strategy planning and strategy execution Identify the multiple perspectives to business performance measurement | ●●● |
| 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-eaesp> (masters) e <https://rebrand.ly/cdae-eaesp> (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. 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 presentation of the seminar: | 25% |
| In-class participation: | 25% |
| Theoretical essay: | 50% |

BIBLIOGRAPHICAL REFERENCES

- Acedo, F. J., Barroso, C., & Galan, J. L. (2006). The resource- based theory: dissemination and main trends. *Strategic Management Journal*, 27(7), 621-636.
- Armstrong, J. S. (1982). The value of formal planning for strategic decisions: Review of empirical research. *Strategic Management Journal*, 3(3), 197-211.
- Barr, P. S., Stimpert, J. L., & Huff, A. S. (1992). Cognitive change, strategic action, and organizational renewal. *Strategic Management Journal*, 13(SI), 15-36.
- Barney, J. B., & Hesterly, W. S. (2011). *Administração estratégica e vantagem competitiva*. Pearson Prentice Hall.
- Barney, J. B. (2001a). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1), 41-56.
- Barney, J. B. (2001b). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643-650.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. B. (1986a). Types of competition and the theory of strategy: Toward an integrative framework. *Academy of Management Review*, 11(4), 791-800.
- Barney, J. B. (1986b). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32(10), 1231-1241.
- Barney, J. B., & Hesterly, W. S. *Administração Estratégica e Vantagem Competitiva: Conceitos e casos*. 3ª ed. São Paulo: Pearson, 2011
- Barney, J. B., & Felin, T. (2013). What Are Microfoundations? *The Academy of Management Perspectives*, 27(2), 138–155.
- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy*. John Wiley & Sons.
- Bititci, U., Garengo, P., Dörfler, V., & Nudurupati, S. (2012). Performance measurement: challenges for tomorrow. *International Journal of Management Reviews*, 14(3), 305-327.
- Bowman, E. H., & Helfat, C. E. (2001). Does corporate strategy matter?. *Strategic Management Journal*, 22(1), 1-23.
- Bourgeois, L. J., & Brodwin, D. R. (1984). Strategic implementation: Five approaches to an elusive phenomenon. *Strategic Management Journal*, 5(3), 241-264.
- 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*, 18(1), 181-192.
- Brandenburger, A. M., & Nalebuff, B. J. (1995). The right game: Use game theory to shape strategy. *Harvard business review*, 73(4), 57-71.
- 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.
- 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.
- Capon, N., Farley, J. U., & Hulbert, J. M. (1994). Strategic planning and financial performance: more evidence. *Journal of Management Studies*, 31(1), 105-110.
- Chang, S.-J., Witteloostuijn, A. and Eden, L. (2010). From the Editors: Common method variance in international business research. *Journal of International Business Studies*, 41:178–184
- Carneiro, J. M., Silva, J. D., Rocha, A. D., & Dib, L. D. R. (2007). Building a better measure of business performance. *RAC-Eletrônica*, 1(2), 114-135.
- Chatterji, A. K., Findley, M., Jensen, N. M., Meier, S., & Nielson, D. (2016). Field experiments in strategy research. *Strategic Management Journal*, 37(1), 116-132.
- Chew, B. (2000). *The geometry of competition*. Monitor Group.
- 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.
- 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.
- Dierickx, I., & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management science*, 35(12), 1504-1511.
- Day, G. S. (1997). 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.
- DiMaggio, P., & Powell, W. W. (1983). The iron cage revisited: Collective rationality and institutional isomorphism in organizational fields. *American Sociological Review*, 48(2), 147-160.
- Doh, J. (2015). Why we need phenomenon-based research in international Business? *Journal of World Business*, 2015.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic Management Journal*, 21(10-11), 1105-1121.
- Eisenmann, T., Parker, G., & Van Alstyne, M. W. (2006). Strategies for two-sided markets. *Harvard business review*, 84(10), 92.
- Felin, T., & Foss, N. J. (2005). Strategic Organization: A field in search of micro-foundations. *Strategic Organization*, 3(4), 441–455.
- Foss, N. J., & Pedersen, T. (2014). Microfoundations in strategy. *Strategic Management Journal*.
- Graebner, M., Knott, A.M., Lieberman, M., & Mitchell, w. (2017). Question-Driven and Phenomenon-Based Empirical Strategy Research. Call for Papers for a Special Issue. *Strategic Management Journal*.
- Hambrick, D. C. (2007). The field of management's devotion to theory: Too much of a good thing?. *Academy of Management Journal*, 50(6), 1346-1352.
- Hamilton, B. H., & Nickerson, J. A. (2003). Correcting for endogeneity in strategic management research. *Strategic organization*, 1(1), 51-78.
- 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.
- 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.
- Hirsch, P. M., & Lounsbury, M. (1997). Ending the family quarrel: Toward a reconciliation of “old” and “new” institutionalisms. *American Behavioral Scientist*, 40(4), 406-418.

- Hrebiniak, L. G. (2006). Obstacles to effective strategy implementation. *Organizational Dynamics*, 35(1), 12-31.
- Hill, C. W., & Deeds, D. L. (1996). The importance of industry structure for the determination of firm profitability: a neo- Austrian perspective. *Journal of Management Studies*, 33(4), 429-451.
- Hopkins, W. E., & Hopkins, S. A. (1997). Strategic planning-financial performance relationships in banks: A causal examination. *Strategic management journal*, 635-652.
- Jacometti, M., & Bulgacov, S. (2012). Análise das interfaces da gestão com o processo estratégico, ambiente e desempenho organizacional: um referencial de análise metateórico. *Gestão & Planejamento-G&P*, 13(1).
- Kaplan, R. S., & Norton, D. P. (2005). The balanced scorecard: measures that drive performance. *Harvard Business Review*, 83(7), 172.
- Kenworthy, T. P., & Verbeke, A. (2015). The future of strategic management research: Assessing the quality of theory borrowing. *European Management Journal*, 33(3), 179-190.
- Kilduff, M. (2007). Editor's comments: The top ten reasons why your paper might not be sent out for review. *Academy of Management Review*, 32(3), 700-702.
- Kim, W. C., & e Mauborgne, R. (2014). *Blue ocean strategy*, expanded edition: How to create uncontested market space and make the competition irrelevant. Harvard Business Review Press.
- Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: From theory to practice. *California management review*, 47(3), 105-121.
- Kim, W. C., & Mauborgne, R. (1999a). Creating new market space. *Harvard business review*, 77(1), 83-93.
- Kim, W. C., & Mauborgne, R. (1999b). Strategy, value innovation, and the knowledge economy. *Sloan management review*, 40(3), 41.
- Kraaijenbrink, J., Spender, J. C., & Groen, A. J. (2010). The resource-based view: a review and assessment of its critiques. *Journal of management*, 36(1), 349-372.
- Langley, A. (1995). Between" paralysis by analysis" and" extinction by instinct". *Sloan Management Review*, 36(3), 63.
- Larcker, D. and Rusticus, T. (2010). On the use of instrumental variables in accounting research. *Journal of Accounting and Economics*, 49(3):186-205.
- Lindell, M.K. and Whitney, D.J. (2001). Accounting for common method variance cross-sectional research designs. *Journal of Applied Psychology*, 86(1):114-121
- Lippman, S. A., & Rumelt, R. P. (1982). Uncertain imitability: An analysis of interfirm differences in efficiency under competition. *The Bell Journal of Economics*, 418-438.
- Mackay, D., & Zundel, M. (2016). Recovering the Divide: A Review of Strategy and Tactics in Business and Management. *International Journal of Management Reviews*.
- Mahoney, J. T. (2004). Economic foundations of strategy. Sage Publications.
- Mahoney, J. T., & Pandian, J. R. (1992). The resource- based view within the conversation of strategic management. *Strategic Management Journal*, 13(5), 363-380.
- Malhotra, N., Kim, S. and Patil, A. (2006). Common Method Variance in IS Research: A Comparison of Alternative Approaches and a Reanalysis of Past Research. *Management Science*, 52(12):1865-1883
- Mauri, A. J., & Michaels, M. P. (1998). Firm and industry effects within strategic management: An empirical examination. *Strategic Management Journal*, 211-219.
- Mayer, K. J., & Sparrowe, R. T. (2013). Integrating theories in AMJ articles. *Academy of Management Journal*, 56(4), 917-922.
- 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.
- Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83(2), 340-363.
- 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, C. C., & Cardinal, L. B. (1994). Strategic planning and firm performance: A synthesis of more than two decades of research. *Academy of management journal*, 37(6), 1649-1665.

- 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. (1987). The strategy concept I: Five Ps for strategy. *California management review*, 30(1), 11-24.
- Nelson, R. R. (1991). Why do firms differ, and how does it matter?. *Strategic Management Journal*, 12(S2), 61-74.
- Normann, Richard, and Rafael Ramirez (1993). "From value chain to value constellation: Designing interactive strategy." *Harvard business review* 71(4): 65-77.
- Okumus, F. (2003). A framework to implement strategies in organizations. *Management decision*, 41(9), 871-882.
- Oliveira, C. A., Carneiro, J., & Esteves, F. (no prelo). Conceptualizing and measuring the "strategy execution" construct. *Journal of Business Research*.
- Panda, A., & Gupta, R. K. (2014). Making academic research more relevant: A few suggestions. *IIMB Management Review*, 26(3), 156-169.
- Pearce, J. A., Freeman, E. B., & Robinson, R. B. (1987). The tenuous link between formal strategic planning and financial performance. *Academy of Management review*, 12(4), 658-675.
- Peng, M. W., Sun, S. L., Pinkham, B., & Chen, H. (2009). The institution-based view as a third leg for a strategy tripod. *Academy of Management Perspectives*, 23(3), 63-81.
- 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.
- Pitelis, C. (2007). Twenty years of resource-based view (or is it 50?): Some (old and) new challenges and need for extensions. *International Journal of Learning and Intellectual Capital*, 4(1-2), 47-56.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y. and Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5):879-903.
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard business review*, 86(1), 25-40.
- Porter, M. E., (1996). What is Strategy? *Harvard Business Review*, Nov-Dez, p.61-78, 1996
- Porter, M. E. (1985). *Competitive advantage: creating and sustaining superior performance*. 1985. New York: Free Press.
- Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free Press (obs: também podem usadas quaisquer reimpressões do livro)
- Powell, T. C., Lovallo, D., & Fox, C. R. (2011). Behavioral strategy. *Strategic Management Journal*, 32(13), 1369-1386.
- 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.
- Reeb, D., Sakakibara, M. and Mahmood, I. (2012). From the Editors: Endogeneity in international business research. *Journal of International Business Studies* , 43:211–218
- Reed, R., & DeFillippi, R. J. (1990). Causal ambiguity, barriers to imitation, and sustainable competitive advantage. *Academy of management review*, 15(1), 88-102., *Academy of Management Review*, v.15 n.1 p.88-102, 1990
- Roquebert, J. A., Phillips, R. L., & Westfall, P. A. (1996). Markets vs. management: What 'drives' profitability?. *Strategic Management Journal*, 653-664.
- Rudd, J. M., Greenley, G. E., Beatson, A. T., & Lings, I. N. (2008). Strategic planning and performance: Extending the debate. *Journal of business research*, 61(2), 99-108.
- Rumelt, R. P. (1991). How much does industry matter?. *Strategic Management Journal*, 12(3), 167-185.
- Schmalensee, R. (1985). Do markets differ much?. *The American Economic Review*, 75(3), 341-351.
- Schwenk, C. R., & Shrader, C. B. (1993). Effects of formal strategic planning on financial performance in small firms: A meta-analysis. *Entrepreneurship: Theory and Practice*, 17(3), 53-65.
- Scott, W. R. (2008). Approaching adulthood: the maturing of institutional theory. *Theory and Society*, 37(5), 427.
- Shaver, J. M. (1998). Accounting for endogeneity when assessing strategy performance: does entry mode choice affect FDI survival?. *Management Science*, 44(4), 571-585.
- Stinchcombe, A. L. (1997). On the virtues of the old institutionalism. *Annual Review of Sociology*, 23(1), 1-18.
- Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3), 571-610.
- Teece, D.; Pisano, G. Schuen, A. Dynamic capabilities and strategic management. *Strategic Management Journal*. v. 18, n. 7, 1997

Tripsas, M., & Gavetti, G. (2015). Capabilities, Cognition, and Inertia: Evidence from Digital Imaging, *Strategic Management Journal*, .

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.

von Krogh, G., Rossi-Lamastra, C., & Haefliger, S. (2012). Phenomenon-based research in management and organisation science: When is it rigorous and does it matter?. *Long Range Planning*, 45(4), 277-298.

Whittington, R. (2001). What is strategy-and does it matter?. Cengage Learning EMEA.

Williamson, O. E. (1981). The economics of organization: The transaction cost approach. *American journal of sociology*, 87(3), 548-577.

Williamson, O. E. (1979). Transaction-cost economics: the governance of contractual relations. *The Journal of Law and Economics*, 22(2), 233-261.

Yoffie, D. B., & Kwak, M. (2006). With friends like these: the art of managing complementors. *Harvard Business Review*, 84(9), 88-98.

COURSE SCHEDULE

| | Dates | Topics | Readings |
|---|-------|--|---|
| 1 | | Theoretical streams of strategy: Industrial Organization (IO) | <ul style="list-style-type: none"> • mandatory ○ complementary <u>External environment: five forces, complementors, macro-environment</u> <ul style="list-style-type: none"> ○ Brandenburger & Nalebuff (1995) ○ Barney & Hesterly (2011, cap.2) • Day (1997) ○ Hax & Wilde (2001, 2003) ○ Pickton & Wright (1998) • Porter (1980, cap. 1, 3 e 8) • Porter (2008) • Yoffie & Kwak (2006) <u>Value chain</u> <ul style="list-style-type: none"> ○ Barney & Hesterly (2011, cap.3) • Eisenmann et al. (2006) ○ Normann & Ramirez (1993) • Porter (1985, cap. 2) ○ Van Alstyne et a. (2016) |
| 2 | | Theoretical streams of strategy: Industrial Organization (IO) (cont.) | <u>Transaction costs</u> <ul style="list-style-type: none"> • Williamson (1979) ○ Williamson (1981) <u>Competitive and corporate strategies</u> <ul style="list-style-type: none"> • Chew (2000) ○ Kim & Mauborgne (1999a 1999b, 2005) • Kim & Mauborgne (2014, cap. 3, 4 e 5) • Miller & Dess (1993). • Mintzberg (1988) • Porter (1985, cap.3, 4 e 7) <u>Micro-foundations</u> <ul style="list-style-type: none"> • Barney & Felin (2013) • Fellin & Foss (2005) ○ Foss & Pedersen (2014) ○ Mahoney (2004) |

| | Dates | Topics | Readings |
|---|-------|---|--|
| 3 | | Theoretical streams of strategy: The Resource-Based View (RBV) | <p>Readings</p> <ul style="list-style-type: none"> • mandatory ○ complementary <p><u>Foundations of RBV</u></p> <ul style="list-style-type: none"> ○ Barney (1986a, 1986b) • Barney (1991, 2001b) • Conner (1991) • Dierickx & Cool (1989) • Eisenhardt & Martin (2000) ○ Hill & Deeds (1996) ○ Lippmann & Rumelt (1982) ○ Mahoney & Pandian (1992) • Peteraf (1993) ○ Reed & DeFillippi (1990) ○ Teece et al. (1997) <p><u>Mimetism vs. heterogeneity</u></p> <ul style="list-style-type: none"> • DiMaggio & Powell (1983) ○ Hirsch & Lounsbury (1997) ○ Meyer & Rowan (1977) ○ Nelson (1991) ○ Peng et al. (2009) • Scott (2008) ○ Stinchcombe (1997) ○ Suchman (1995) <p><u>Criticisms to RBV</u></p> <ul style="list-style-type: none"> • Barney (2001a) ○ Kraaijenbrink et al. (2010) • Priem & Butler (2001a, 2001b) <p><u>Exemplary papers on dynamic competences</u> Best papers published in SMJ (<i>Strategic Management Journal</i>) 2010, 2009, 2007</p> |
| 4 | | Formulation and execution of strategic planning | <p><u>Strategy conceptualization</u></p> <ul style="list-style-type: none"> • Mintzberg (1987) • Porter (1996) ○ Whittington (2001) <p><u>Content and process of planning</u></p> <ul style="list-style-type: none"> ○ Armstrong (1982) • Boyd and Reuning-Elliot (1998) ○ Hopkins and Hopkins (1997) ○ Jacometti & Bulgacov (2012) • Langley (1995) • McIlquham-Schmidt (2010) <p><u>Content and process of execution (the “O” of VRIO)</u></p> <ul style="list-style-type: none"> ○ Bourgeois & Brodwin (1984) • Hrebiniak, L. G. (2006) • Okumus (2003) ○ Oliveira et al. (no prelo) ○ Mackay & Zunde (2016) <p><u>Cognitive and strategic inertia</u></p> <ul style="list-style-type: none"> • Barr et al. (2013) • Powell et al. (2011) • Tripsas & Gavetti (2015) |

| | Dates | Topics | Readings |
|---|-------|--|--|
| 5 | | Strategy and organizational performance | <p>Readings</p> <ul style="list-style-type: none"> • mandatory ○ complementary <p><u>Components of variance of organizational performance</u></p> <ul style="list-style-type: none"> ○ Bowman & Helfat (2001) ○ Brito & de Vasconcelos (2005) ○ Brush & Bromiley (1997) ○ Claver et al. (2002) • Hawawini et al. (2003, 2004, 2005) ○ Mauri & Michaels (1998) • McGahan & Porter (1997, 1999, 2002) ○ McNamara (2005) • Roquebert et al. (1996) • Rumelt (1991) ○ Schmalensee (1985) *Seminal <p><u>Empirical evidence about the impact of strategic plan</u></p> <ul style="list-style-type: none"> ○ Boyd (1991) ○ Capon et al. (1994) • Miller & Cardinal (1994) ○ Pearce et al. (1987) • Rudd et al. (2008) • Schwenk & Shrader (1993) |
| 6 | | Gaps and trends in strategy research | <p><u>Content</u></p> <ul style="list-style-type: none"> • Acedo et al. (2006) • Kenworthy & Verbeke (2015) • Mayer & Sparrowe (2013) ○ Panda & Gupta (2014) ○ Pitelis (2007) |
| 7 | | Gaps and trends in strategy research (cont.) | <p><u>Endogeneity in strategy research</u></p> <ul style="list-style-type: none"> • Chang et al. (2010) • Hamilton & Nickerson (2003) ○ Larcker & Rusticus (2010) ○ Lindell & Whitney (2001) ○ Malhotra et al. (2006) • Podsakoff et al. (2003) ○ Reeb et al. (2012) • Shaver (1998) <p><u>Phenomenon-based research</u></p> <ul style="list-style-type: none"> ○ Doh (2015) ○ Grebner et al. (2017) • Hambrick (2007) • von Krogh et al. (2012) |
| 8 | | Discussions about the theoretical essays of each student | |

PROFESSOR'S MINI CV

PhD in Business Administration from the Federal University of Rio de Janeiro (2007), MSc in Business Administration from PUC-Rio (Pontifical Catholic University of Rio de Janeiro, 1997), and bachelor in Electronic Engineering from PUC-Rio (1986).

Associate Professor of Strategy and International Business at FGV São Paulo School of Business Administration (FGV/EAESP).

Carneiro is a member of the board of AIB-LAC (Academy of International Business, Latin America & Caribbean chapter) and served as chair of the Strategy division of ANPAD (the Brazilian Academy of Management, 2015-2017), member of the board of EIBA (European International Business Academy, 2011-2016), Executive President of EIBA (2015), and member of the Executive Committee of BALAS (Business Association of Latin American Studies, 2009-2014).

Editor-in-chief of the *Brazilian Administration Review* (2010-2015), guest editor of four special issues on Latin America published by the *Journal of Business Research* and one special issue published by the *Multinational Business Review*, and current member of the editorial advisory board of *International Business Review*, *Multinational Business Review*, *International Journal of Emerging Markets*, *Brazilian Administration Review*, *Revista de Administração de Empresas*, *Revista Iberoamericana de Estrategia* and *Management Research* and member of the editorial review board of the *Global Strategy Journal*.

Carneiro's research interests focus on strategic planning and execution, internationalization of emerging market enterprises, and organizational performance measurement. Carneiro has published more than 40 peer-reviewed articles and has co-edited two books. His research has been published in *International Business Review*, *Journal of Business Research*, *Multinational Business Review*, *Journal of Small Business and Enterprise Development*, *Journal of International Entrepreneurship*, *Management Decision*, *Latin American Business Review*, *Brazilian Administration Review*, *Academia Revista Latinoamericana de Administración*, among other journals.

Carneiro is member of the Governance Committee of the Amcham, Brazil.

Carneiro was granted the 2008 Award from the Brazilian Ministry of Education for best PhD dissertation in Business Administration.

Prior to embracing the academic career, Carneiro accumulated extensive professional experience in the oil & gas industry and at dotcom companies, regarding strategic planning, investment analysis, international expansion and development of IT-related services.

OTHER INFORMATION (OPTIONAL)

Contact information: phone +55 21 99163-4177; e-mail jorge.carneiro@fgv.br