

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 / 2020
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"> Present the main theoretical streams of strategy research Discuss the scope and content of strategy planning and strategy execution Reflect upon multiple perspectives to business performance measurement 	●●●
Research procedures	<ul style="list-style-type: none"> Discuss 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%

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COURSE SCHEDULE

	Dates	Topics	Readings
1	Feb 12	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	Feb 19	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	Mar 04	Theoretical streams of strategy: The Resource-Based View (RBV)	<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	Mar 11	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 <ul style="list-style-type: none"> • mandatory ○ complementary
	Mar 18	No class	(Professor at another appointment)
	Mar 25	No class	(Professor at a meeting abroad)
5	Apr 01	Strategy and organizational performance	<u>Components of variance of organizational performance</u> <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 <u>Empirical evidence about the impact of strategic plan</u> <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	Apr 08	Gaps and trends in strategy research	<u>Content</u> <ul style="list-style-type: none"> • Acedo et al. (2006) • Kenworthy & Verbeke (2015) ○ Kilduff (2007) • Mayer & Sparrowe (2013) ○ Panda & Gupta (2014) ○ Pitelis (2007)
7	Apr 15	Gaps and trends in strategy research (cont.)	<u>Endogeneity in strategy research</u> <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) <u>Phenomenon-based research</u> <ul style="list-style-type: none"> ○ Doh (2015) ○ Grebner et al. (2017) • Hambrick (2007) • von Krogh et al. (2012)
8	Apr 22	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 Estratégia* 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