

DEPARTAMENT .....: ADMINISTRAÇÃO DA PRODUÇÃO E OPERAÇÕES (POI)  
 COURSE.....: MASTER AND PHD-BUSINESS ADMINISTRATION (CM-CDAE)  
 DISCIPLINE .....: COMPETITIVENESS AND INNOVATION IN CLUSTERS  
 PROFESSOR .....: LUIZ CARLOS DI SERIO

CLASSES TIME .....: (Wednesday-15h00 to 18h50)

SEMESTER/YEAR: 1º/2019

## SYLLABUS (Room no.?)

### COURSE OBJECTIVES

1. To identify, to discuss and to apply the concepts and methodology related to the competitiveness of companies, regions and nations, from a microeconomic perspective of strategy.
2. To suggest academic contributions, considering the impact of innovation on the competitiveness and the promotion of public policies to industrial development, in a regional or local basis.
3. To prioritize the Brazilian reality in the competitive analysis of clusters and regions.
4. To study and apply concepts and theory to a specific project, usually mapping or analyzing a local cluster.

The Project will be developed and concluded at the end of the program and is considered a very important element of the learning process.

### MAIN TOPICS MOC REFERENCE

- I. Introduction to Competitiveness
- II. Competitiveness of countries and firms
- III. Competing Across Locations & Global Strategy for MNCs
- IV. Industry Competition, Strategy and Location
- V. Clusters in Developing Countries
- VI. Clusters in Advanced Economies
- VII. The Corporate Role in Economic Development
- VIII. Brazilian Clusters

### PROGRAM CONTENTS

<b>I. Innovation and Competitiveness</b>	I.1. Global Competitiveness I.2. Competitiveness: Innovation and Sustainability I.3. GTP: Management, Technology e People
<b>II. Innovative Organization</b>	II.1. Innovation Capacity II.2. Innovative Organization Models
<b>III. Process of Innovation Management</b>	III.1. Innovation Process III.2. <i>Open Innovation</i>

<p><b>IV. Business Innovation Model</b></p>	<p><b>IV.1. Value Innovation</b>  <b>IV.2. Disruptive Innovation</b>  <b>IV.3. Business Innovation Model</b></p>
<p><b>V. Clusters and Collaborative Innovation Network</b></p>	<p><b>V.1. Microeconomics of Competitiveness</b>  <b>V.2. Organization Network and Innovation</b>  <b>V.3. Strategic Alliances for Innovation Inovação</b>  <b>VI.1. Innovation Ecosystems</b></p>
<p><b>VI. Clusters and Economics of Innovation</b></p>	<p><b>VI.1. Economics of Innovation</b>  <b>VI.2. “Leading from the Future”</b></p>
<p><b>VII- Clusters and Life Cycle</b></p>	<p><b>VII. Growth and Decline</b></p>

## METODOLOGY

Case studies, discussion, articles, guest speakers and wrap-up;

Class structure: Students groups preparation and presentation based on articles, cases and questions about the class subject;

A final project report in an article format will be presented at the end of the program. The groups will be encouraging to submit it to seminars.

## EVALUATION PROCESS

1.Class participation: weekly delivery and seminars	40%
2.Written report related to the final project: delivery by the mid of the program	20%
3.Final examination (Final project with a meaningful research question and concepts)	40%

## COMMUNICATION AND OFFICE HOURS

- The best way to contact the instructors is via email. Feel free to drop in during office hours or make an appointment to discuss any questions, concerns, or ideas you have about the class and the assignments.
- Luiz Carlos Di Serio ([luiz.diserio@fgv.br](mailto:luiz.diserio@fgv.br)), Phone no.3799-7781 or 7780.
- The communication between professors and students will be carried through the platform eclass/blackboard.
- The material related to Clusters are part of the MOC program is part of a HBS Network and the ISC(Institute of Strategy and Competitiveness), led by Prof. M. Porter.
- All the cases used in the course are *copyright* of HBSP and will be supplied by FGV.

## BIBLIOGRAFIA COMPLEMENTAR (ANEXO)

Φ - Estratégias Empresariais

I - Inovação e Competitividade; II - Organizações Inovadoras; III - Gestão do Processo de Inovação

IV - Redes Colaborativas de Inovação; V - Inovação no Modelo do Negócio; VI - What's Next

VII - Economia da Inovação

## PROGRAMA AULA-A-AULA

DATA	Class. No.	Module	Class	Atividades Pesquisa
13/02/19	1	-	1.Program detailing by class; 2.Form Groups	1.Guidelines for the final paper; 2. Seminars and Questions weekly: cases plus concepts; 3.Questions as guidelines.

		I	Innovation and Competitiveness	I.1: Global Competitiveness
20/02/19	2	I  II	Innovation and Competitiveness <ul style="list-style-type: none"> <li>• Case: Swatch</li> </ul> Innovative Organization	I.2. & I.3 Competitiveness: Innovation and Sustainability  II.1. Innovation Capacity II.2. Innovative Organization Models
27/02	3	II  III	Innovative Organization <ul style="list-style-type: none"> <li>• Cases: Fleury e Natura</li> </ul> Process of Innovation Management	II.1. Innovation Capacity II.2. Innovative Organization Models  III.1. Innovation Process III.2. Open Innovation
13/03	4	III	Process of Innovation Management <ul style="list-style-type: none"> <li>• Case: Bang &amp; Olufsen</li> </ul>	III.1. Innovation Process III.2. Open Innovation
20/03	5	IV	Business Innovation Model <ul style="list-style-type: none"> <li>• Case: Google</li> </ul>	IV.1. Value Innovation IV.2. Disruptive Innovation IV.3. Business Innovation Model
27/03	6	-	Parcial evaluation: preliminar version of the Article	Research question, objectives, methodology, preliminar theory (v. Nota 1 e 2)
03/04/19	7	V And VI	Clusters and Collaborative Innovation Network Diamond Model: Industry Competition, Strategy and Location (Competitiveness in Advanced Economies) <ul style="list-style-type: none"> <li>• Case: The Dutch Flower Cluster (no.9-711-507)</li> </ul> The Corporate Role in Economic Development <ul style="list-style-type: none"> <li>• Case: Silicon Valley Cluster and Israel</li> </ul>	V.1. Microeconomics of Competitiveness V.2. Organization Network and Innovation V.3. Strategic Alliances for Innovation

10/04	8	VI	V. Diamond Model: Competitiveness in Developing Economies (Clusters in Developing Countries). • <b>Case Brazilian Clusters:</b> <b>1.Sugar and Alcohol;</b> <b>2.Automotive</b>	VI.1. Innovation Ecosystems VI.2 “Leading from the future
		VII	Clusters and Life Cycle (What is next)	
		-	<b>Exam: Article Final presentation</b>	<b>Final Project -Article (Nota 3)</b>
24/04		-	<b>2. Chamada</b> <b>Final Project Submission</b>	
24/04/19			<b>Deadline date for submission of grading</b>	

Nota 1: Pesquisa Bibliográfica? Quantitativa? Qualitativa?

Nota 2: Deve ser concluído com o Quadro Conceitual que orientará o Protocolo de Pesquisa

Nota 3: Formato RAE ou SIMPOI

## LEITURAS PRÉVIAS

### I Inovação e Competitividade

#### I.1. Inovação e Competitividade Global

- 📖 [CROSSAN, M.M.; APAYDIN, M.; A Multi-Dimensional Framework of Organizational Innovation: A Systematic Review of the Literature. \*Journal of Management Studies\*, Vol 47, nº 6, 2009, 1154-1191](#)
- 📖 [CASTELACCI, F.; Innovation and the competitiveness of industries: Comparing the mainstream and the evolutionary approaches. \*Technological Forecasting and Social Change\*, Vol 75 \(2008\), 984-1006](#)
- 📖 [LALL, S.; Competitiveness Indices and Developing Countries: An Economia Evaluation of the Global Competitiveness Report. \*World Development\*, Vol 29, nº 9, 2001, 1501-1525](#)
- 📖 [Porter, M.E.; Rivkin, J.W.; The Looming Challenge to U.S. Competitiveness. \*HBR\*, mar 2012](#)
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- 📖 [WONGLIMPIYARAT, J.; Innovation Index and the innovative capacity of nations. \*Futures\*, Vol 42, nº 9 \(2001\) 247-253](#)
- 📖 [LINTON, J.D.; THONGPAPANL, N.; Perspective: Ranking the Technology Innovation Management Journals. \*JPIIM\*, Vol 38, 2004, pp. 123-139](#)
- 📖 [OECD; \*Manual Frascati 1993\*. Paris: OECD, 1994](#)
- 📖 [OECD; \*Oslo Manual: proposed guidelines for collecting and interpreting technological innovation data\*. Paris: OECD, 1997](#)

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- 📖 PRIM, A.L.; STEPHANCY F., L.; ZAMUR, G.A.C.; DI SERIO, L.C. (2016). The relationship between national culture and degree of innovation. *International Journal of Innovation Management*, 21(3).

## I.2. Inovação e Competitividade da Indústria

- 📖 CASTELLACCI, f.; Innovation and the competitiveness of industries: Comparing the mainstream and the evolutionary approaches. *Technological Forecasting & Social Change*, 75 (2008) 984-1006
- 📖 BARBIERI, J.C.; et alii; Inovação e Sustentabilidade: Novos Modelos e Proposições. *RAE*, Vol. 50, nº 2; abr-jun 2010, pp. 146-154
- 📖 CARRILLO-HERMOSILLA, J.; del RÍO, P.; KONNOLA, T. Diversity of eco-innovations: reflections from selected case studies. *Journal of Cleaner Production*, Vol 18 (2010), 1073-1083.
- 📖 HART, S.L.; *Beyond Greening: Strategies for a Sustainable World*. HBR, Vol. 75, nº 1; jan-feb 1997, pp. 66-76
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- 📖 KLEINDORFER, P.R.; SINGHAL, K.; WASSEHOVE, L.N.V.; Sustainable Operations Management. *Production and Operations Management*, Vol.14, nº 4, 2005, pp. 482-492
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- 📖 NIDUMOLU, R.; PRAHALAD, C.K.; RANGASWAMI, M.R.; Why Sustainability is now the Key Driver of Innovation. HBR, set 2009
- 📖 PORTER, M.E.; LINDE, C.; Green and competitive: Ending the Stalemate. HBR, 1995

## I.3. Inovação e Competitividade das Organizações

- 📖 DI SERIO, L.C.; VASCONCELLOS, M.A *Estratégia e Competitividade Empresarial: Inovação e Criação de Valor*. São Paulo: Saraiva, 2009

## II Organizações inovadoras

### II.1. Capacidade de Inovação

- 📖 CROSSAN, M.M.; APAYDIN, M.; A Multi-Dimensional Framework of Organizational Innovation: A Systematic Review of the Literature. *Journal of Management Studies*, Vol 47, nº 6, 2009, 1154-1191
- 📖 LAWSON, B.; SAMSON, D.; Developing Innovation Capability in Organizations: a Dynamic Capabilities Approach. *International Journal of Innovation Management*, Vol 18, nº 3, 2001, pp. 377-400
- 📖 TANG, H.K.; An Integrative model of innovation in Organizations. *Technovation*, Vol. 18, nº 5, 1998, 297-309
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### II.2. Modelos de Organização Inovadora

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### II.3. Estratégias de Inovação

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### III Gestão do Processo de Inovação

#### III.1. Processo e Processos de Inovação

- 📖 BIRKINSHAW, J.; MOL, M. How Management Innovation Happens. *MIT Sloan Management Review*, v. 47, n. 4, p. 81-88, 2006.
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#### III.2. Criatividade / Gestão do Conhecimento




- 📖 CARNEIRO, A.; How does Knowledge Management influence Innovation and Competitiveness? *Journal of Knowledge Management*, Vol 4, nº 2, 1997, pp. 87-98
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## IV Inovação no Modelo do Negócio

### IV.1. Inovação de Valor

- 📖 HAMEL, G.; Strategy Innovation and the Quest for Value. *Sloan Management Review*, Vol 39, nº 2, Winter 1998, pp. 7-14
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### IV.2. Inovações de Ruptura

- 📖 CHARITOU, C.D.; MARKIDES, C.C.; Responses to Disruptive Strategic Innovation. *Sloan Management Review*, Vol. 44, nº 4, Summer 2003, pp. 55-63
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### IV.3. Inovações em Modelos de Negócios

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- 📖 JOHNSON, M.; W.; CHRISRENSSEN, C.M.; KAGERMANN, H.; Reinventing your Business Model. *HBR*, dec 2008
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v **Redes Colaborativas de Inovação**

**V.1. Microeconomia da Competitividade**

- 📖 DI SERIO, L.C. (Org.); **Clusters Empresariais no Brasil: Casos Selecionados**. São Paulo: Saraiva, 2007
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**V.2. Redes Organizacionais**

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VI **What's Next?**

**VI.1. Ecosystemas de Inovação**

- 📖 ADNER, R.; **Match your Innovation strategy to your Innovation Ecosystem**. HBR, Apr 2006
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**VI.2. “Leading from the Future”**

📖 DE GEUS, A.; *The Living Company*. HBR, Vol. 75, nº 2, mar-apr 1997, pp. 51-59

📖 SENGE, P.; CARSTEDT, G.; *Innovating Our Way to the Next Industrial Revolution*. *Sloan Management Review*, Vol. 42, nº 2, Winter 2001, pp. 24-38

## CASOS DE INOVAÇÃO

📖 Amazon

📖 Bang & Olufsen

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📖 GUEDES, L. F.; DI SERIO, L. C.; DUARTE, A. L. M. O Caso Fleury: Alinhamento Estratégico da Tecnologia da Informação. SIMPOI 2006. São Paulo: FGV-EAESP

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📖 Starbucks

📖 Cases: Threadless, Quirky and Camiseteria. <http://www.threadless.com>;  
<http://www.camiseteria.com>

## VII Clusters and Life Cycle: Growth and Decline

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## VIII Videos

It is recommended to watch the TED videos:

- 1) "Neri Oxman: Design at the intersection of technology and biology"  
[https://www.ted.com/talks/neri\\_oxman\\_design\\_at\\_the\\_intersection\\_of\\_technology\\_and\\_biology?language=pt-br](https://www.ted.com/talks/neri_oxman_design_at_the_intersection_of_technology_and_biology?language=pt-br)
- 2) "Timothy Presterro: Design for people, not awards"  
[https://www.ted.com/talks/timothy\\_presterro\\_design\\_for\\_people\\_not\\_awards?language=pt-br](https://www.ted.com/talks/timothy_presterro_design_for_people_not_awards?language=pt-br)
- 3) "Joi Ito: Want to innovate? Become a now-ist"  
[https://www.ted.com/talks/joi\\_ito\\_want\\_to\\_innovate\\_become\\_a\\_now\\_ist?language=pt-br](https://www.ted.com/talks/joi_ito_want_to_innovate_become_a_now_ist?language=pt-br)

Questions:

- 1) How Timothy and Neri direct the New Product Development?
- 2) What are the differences and synergies can we abstract from the two approaches?

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