



UNIVERSIDADE FEDERAL DE SANTA CATARINA

PLANO DE ENSINO DA DISCIPLINA

DADOS DA DISCIPLINA

Nome: **Gestão de Startups, Empresas de Base Tecnológica e ambientes dinâmicos**

CARGA HORÁRIA (Art. 35 da Res. 05/CUn/2010)

Hora-aula total: 60h

Número de crédito total: 4

Nível a ser oferecida:

() Mestrado () Doutorado (X) Mestrado e Doutorado

Tipo de Disciplina (Art. 33 da Res. 05/CUn/2010)

Mestrado: (X) Eletiva - () Obrigatória Doutorado: (X) Eletiva - () Obrigatória

Modalidade: 100% presencial

Horário: quartas-feiras das 8h as 12h

Corpo Docente Responsável (Art. 33, § 2º da Res. 05/CUn/2010):

Rogério Tadeu de Oliveira Lacerda

Ementa:

Paradigmas de decisão em ambientes dinâmicos. Contexto de negócios em Startups, Empresas de Base Tecnológica e ambientes dinâmicos. Sistemas gerenciais em ambiente dinâmicos. Gestão de Projetos. Gestão de Processos. Avaliação de Desempenho. Desenvolvimento de novos produtos. Novas abordagens de administração.

ÁREA DE CONCENTRAÇÃO

Mestrado: Produção e Desenvolv.

Doutorado: Produção e Desenvolv.

METODOLOGIA

A disciplina será ministrada de formas a desenvolver reflexão sobre o ambiente de Startups, Empresas de Base Tecnológica e demais ambientes dinâmicos.

Continuamente o professor irá expor conceitos relacionados com a ementa, com fontes atualizadas e baseadas em pesquisas publicadas em revistas qualificadas.

Artigos científicos de *journals* qualificados serão selecionados pelos alunos no que tange a ementa da disciplina.

Conceitos serão explorados mediados e complementados pelo professor para que os participantes possam aprender como tais constructos impactam na realidade das organizações modernas.

Pitches serão elaboradas pelos alunos e discutidas coletivamente, com vistas a fixar e expandir os conhecimentos dos participantes.

Como métodos avaliativos, serão avaliados a elaboração de seminários, bem como a elaboração de um artigo final, com proposição de modelo teórico, no formato de exemplo conforme modelo

VU, Hieu Minh. A review of dynamic capabilities, innovation capabilities, entrepreneurial capabilities and their



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consequences. The Journal of Asian Finance, Economics and Business (JAFEB), v. 7, n. 8, p. 485-494, 2020.

FORMA DE AVALIAÇÃO

- Elaboração e participação nos seminários..... 20%
- Artigo final..... 80%



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Cronograma de Aulas

Data	Tema
31/ago/22	Apresentação da disciplina + Contexto das startups e EBTs + Competências do empreendedor
07/set/22	Decisão em ambientes dinâmicos + incerteza + ambidestria + heurísticas
14/set/22	Dynamic Capabilities + Bounded rationality
21/set/22	<i>[exposição dos projetos de pesquisa dos alunos e correlação com a disciplina]</i>
28/set/22	Modelos de Negócios
05/out/22	Modelos de Negócios (exemplos reais + cotejamento com teoria) Tema especial: Marketing em startups
12/out/22	Lean Startup + Design Thinking (exemplos reais + cotejamento com teoria) Aspectos tecnológicos de MVP (relação com engenharias)
19/out/22	Lean Startup + Design Thinking (exemplos reais + cotejamento com teoria) Aspectos tecnológicos de MVP (relação com engenharias)
26/out/22	<i>[exposição de temas/artigos propostos pelos alunos]</i>
02/nov/22	Gestão de projetos + agilidade + agile methods
09/nov/22	Gestão de projetos + agilidade + agile methods (exemplos + cotejamento)
16/nov/22	Desenvolvimento de novos produtos (NPD)
23/nov/22	Gestão de rotinas em startups e EBTs (indicadores, processos, frameworks, softwares, pessoas, etc)
30/nov/22	<i>[tópicos sugeridos pelos alunos]</i>
07/dez/22	<i>[tópicos sugeridos pelos alunos]</i>



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Referências bibliográficas

Contexto das startups e EBTs e Competências do empreendedor

MORRIS, Michael H. et al. A competency-based perspective on entrepreneurship education: conceptual and empirical insights. **Journal of small business management**, v. 51, n. 3, p. 352-369, 2013.

Decisão em ambientes dinâmicos + incerteza + ambidestria + heurísticas

Landry, M. (1995). A note on the concept of 'problem'. *Organization studies*, 16(2), 315-343.

Dias, L. C., & Tsoukiàs, A. (2003). On the constructive and other approaches in decision aiding. In *Proceedings of the 57th meeting of the EURO MCDA working group*. to appear.

Roy, B. (1993). Decision science or decision-aid science?. *European journal of operational research*, 66(2), 184-203.

Crawford, L., & Pollack, J. (2004). Hard and soft projects: a framework for analysis. *International Journal of Project Management*, 22(8), 645-653.

Mehrabi, H., Coviello, N., & Ranaweera, C. (2019). Ambidextrous marketing capabilities and performance: How and when entrepreneurial orientation makes a difference. *Industrial Marketing Management*, 77, 129-142. doi: 10.1016/j.indmarman.2018.11.014

O'Reilly, C. A., & Tushman, M. L. (2008). Ambidexterity as a dynamic capability: Resolving the innovator's dilemma. *Research in Organizational Behavior*, 28, 185-206. doi: 10.1016/j.riob.2008.06.002

Parida, V., Lahti, T., & Wincent, J. (2016). Exploration and exploitation and firm performance variability: a study of ambidexterity in entrepreneurial firms. *International Entrepreneurship and Management Journal*, 12(4), 1147-1164. doi: 10.1007/s11365-016-0387-6

Sirén, C. A., Kohtamäki, M., & Kuckertz, A. (2012). Exploration and exploitation strategies, profit performance, and the mediating role of strategic learning: Escaping the exploitation trap. *Strategic Entrepreneurship Journal*, 6(1), 18-41. doi: 10.1002/sej.1126

Volery, T., Mueller, S., & von Siemens, B. (2013). Entrepreneur ambidexterity: A study of entrepreneur behaviours and competencies in growth-oriented small and medium-sized enterprises. *International Small Business Journal: Researching Entrepreneurship*, 33(2), 109-129. doi: 10.1177/0266242613484777

Dynamic Capabilities + Bounded rationality

EISENHARDT, Kathleen M.; MARTIN, Jeffrey A. Dynamic capabilities: what are they?. *Strategic management journal*, p. 1105-1121, 2000.



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Boccardelli, P., & Magnusson, M. G. (2006). Dynamic capabilities in early-phase entrepreneurship. *Knowledge and Process Management*, 13(3), 162-174. doi: 10.1002/kpm.255

Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40-49. doi: 10.1016/j.lrp.2017.06.007

Vu, H. M. (2020). A Review of Dynamic Capabilities, Innovation Capabilities, Entrepreneurial Capabilities and Their Consequences. *The Journal of Asian Finance, Economics and Business*, 7(8), 485-494. doi: 10.13106/jafeb.2020.vol7.no8.485

Modelos de Negócios

Cavalcante, S., Kesting, P., & Ulhøi, J. (2011). Business model dynamics and innovation: (re)establishing the missing linkages. *Management Decision*, 49(8), 1327-1342. doi: 10.1108/002517411111163142

DaSilva, C. M., & Trkman, P. (2014). Business Model: What It Is and What It Is Not. *Long Range Planning*, 47(6), 379-389. doi: 10.1016/j.lrp.2013.08.004

Foss, N. J., & Saebi, T. (2016). Fifteen Years of Research on Business Model Innovation. *Journal of Management*, 43(1), 200-227. doi: 10.1177/0149206316675927

Saebi, T., Lien, L., & Foss, N. J. (2017). What Drives Business Model Adaptation? The Impact of Opportunities, Threats and Strategic Orientation. *Long Range Planning*, 50(5), 567-581. doi: 10.1016/j.lrp.2016.06.006

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Chesbrough, H. (2010). Business model innovation: opportunities and barriers. *Long range planning*, 43(2), 354-363.

Chesbrough, H., & Rosenbloom, R. S. (2002). The role of the business model in capturing value from innovation: evidence from Xerox Corporation's technology spin-off companies. *Industrial and corporate change*, 11(3), 529-555.

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GARCIA, Rosanna; CALANTONE, Roger. A critical look at technological innovation typology and innovativeness terminology: a literature review. *Journal of product innovation management*, v. 19, n. 2, p. 110-132, 2002.

Lean Startup + Design Thinking

BATTISTELLA, Cinzia; BIOTTO, Gianluca; DE TONI, Alberto F. From design driven innovation to meaning strategy. *Management Decision*, v. 50, n. 4, p. 718-743, 2012.

Frederiksen, D. L., & Brem, A. (2016). How do entrepreneurs think they create value? A scientific reflection of Eric Ries' Lean Startup approach. *International Entrepreneurship and Management Journal*, 13(1), 169-189. doi: 10.1007/s11365-016-0411-x

Ghezzi, A. (2019). Digital startups and the adoption and implementation of Lean Startup Approaches: Effectuation, Bricolage and Opportunity Creation in practice. *Technological Forecasting and Social Change*, 146, 945-960. doi: 10.1016/j.techfore.2018.09.017

Harms, R., & Schwery, M. (2019). Lean Startup: Operationalizing Lean Startup Capability and testing its performance implications. *Journal of Small Business Management*, 58(1), 200-223. doi: 10.1080/00472778.2019.1659677

Shepherd, D. A., & Gruber, M. (2020). The Lean Startup Framework: Closing the Academic-Practitioner Divide. *Entrepreneurship Theory and Practice*, 104225871989941. doi: 10.1177/1042258719899415

Yang, X., Sun, S. L., & Zhao, X. (2018). Search and execution: examining the entrepreneurial cognitions behind the lean startup model. *Small Business Economics*, 52(3), 667-679. doi: 10.1007/s11187-017-9978-z

Seidel, V. P., & Fixson, S. K. (2013). Adopting Design Thinking in Novice Multidisciplinary Teams: The Application and Limits of Design Methods and Reflexive Practices. *Journal of Product Innovation Management*, 30, 19-33. doi: 10.1111/jpim.12061

Gestão de projetos + agilidade + agile methods

Azanha, A., Argoud, A. R. T. T., Camargo Junior, J. B. d., & Antonioli, P. D. (2017). Agile project management with Scrum. *International Journal of Managing Projects in Business*, 10(1), 121-142. doi: 10.1108/ijmpb-06-2016-0054

Conforto, E. C., & Amaral, D. C. (2016). Agile project management and stage-gate model—A hybrid framework for technology-based companies. *Journal of Engineering and Technology Management*, 40, 1-14. doi: 10.1016/j.jengtecman.2016.02.003

Conforto, E. C., Amaral, D. C., da Silva, S. L., Di Felippo, A., & Kamikawachi, D. S. L. (2016). The agility construct on project management theory. *International Journal of Project Management*, 34(4), 660-674. doi: 10.1016/j.ijproman.2016.01.007



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Williams, T. (2005). Assessing and moving on from the dominant project management discourse in the light of project overruns. *Engineering Management, IEEE Transactions on*, 52(4), 497-508.

HALLGREN, Mattias; OLHAGER, Jan. Lean and agile manufacturing: external and internal drivers and performance outcomes. *International Journal of Operations & Production Management*, v. 29, n. 10, p. 976-999, 2009.

HASIN, Sanjay; BURCHER, Peter. Lean viewed as a philosophy. *Journal of manufacturing technology management*, v. 17, n. 1, p. 56-72, 2006.

PETTERSEN, Jostein. Defining lean production: some conceptual and practical issues. *The TQM Journal*, v. 21, n. 2, p. 127-142, 2009.

QUMER, Asif; HENDERSON-SELLERS, Brian. An evaluation of the degree of agility in six agile methods and its applicability for method engineering. *Information and software technology*, v. 50, n. 4, p. 280-295, 2008.

Desenvolvimento de novos produtos (NPD)

COOPER, Robert G. Perspective: The stage-gate® idea-to-launch process—update, what's new, and nexgen systems. *Journal of Product Innovation Management*, v. 25, n. 3, p. 213-232, 2008.

Cooper, R. G. (2019). The drivers of success in new-product development. *Industrial Marketing Management*, 76, 36-47. doi: 10.1016/j.indmarman.2018.07.005

Holahan, P. J., Sullivan, Z. Z., & Markham, S. K. (2014). Product Development as Core Competence: How Formal Product Development Practices Differ for Radical, More Innovative, and Incremental Product Innovations. *Journal of Product Innovation Management*, 31(2), 329-345. doi: 10.1111/jpim.12098

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Gestão de rotinas em startups e EBTs (indicadores, processos, frameworks, softwares, pessoas, etc)

Melão, N., & Pidd, M. (2000). A conceptual framework for understanding business processes and business process modelling. *Information systems journal*, 10(2), 105-129.

TRKMAN, Peter. The critical success factors of business process management. *International journal of information management*, v. 30, n. 2, p. 125-134, 2010.



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ACHANGA, Pius et al. Critical success factors for lean implementation within SMEs. *Journal of Manufacturing Technology Management*, v. 17, n. 4, p. 460-471, 2006.

Hudson, M., Smart, A., & Bourne, M. (2001). Theory and practice in SME performance measurement systems. *International Journal of Operations & Production Management*, 21(8), 1096-1115

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