

Administração 4.0: Flexibilidade para a Inovação das Organizações

Clayton Robson Moreira da Silva
(Organizador)



Clayton Robson Moreira da Silva

(Organizador)

Administração 4.0: Flexibilidade para a Inovação das Organizações

Atena Editora
2019

2019 by Atena Editora
Copyright © Atena Editora
Copyright do Texto © 2019 Os Autores
Copyright da Edição © 2019 Atena Editora
Editora Executiva: Profª Drª Antonella Carvalho de Oliveira
Diagramação: Karine de Lima
Edição de Arte: Lorena Prestes
Revisão: Os Autores

O conteúdo dos artigos e seus dados em sua forma, correção e confiabilidade são de responsabilidade exclusiva dos autores. Permitido o download da obra e o compartilhamento desde que sejam atribuídos créditos aos autores, mas sem a possibilidade de alterá-la de nenhuma forma ou utilizá-la para fins comerciais.

Conselho Editorial

Ciências Humanas e Sociais Aplicadas

Prof. Dr. Álvaro Augusto de Borba Barreto – Universidade Federal de Pelotas
Prof. Dr. Antonio Carlos Frasson – Universidade Tecnológica Federal do Paraná
Prof. Dr. Antonio Isidro-Filho – Universidade de Brasília
Prof. Dr. Constantino Ribeiro de Oliveira Junior – Universidade Estadual de Ponta Grossa
Profª Drª Cristina Gaio – Universidade de Lisboa
Prof. Dr. Deyvison de Lima Oliveira – Universidade Federal de Rondônia
Prof. Dr. Gilmei Fleck – Universidade Estadual do Oeste do Paraná
Profª Drª Ivone Goulart Lopes – Istituto Internazionele delle Figlie de Maria Ausiliatrice
Prof. Dr. Julio Candido de Meirelles Junior – Universidade Federal Fluminense
Profª Drª Lina Maria Gonçalves – Universidade Federal do Tocantins
Profª Drª Natiéli Piovesan – Instituto Federal do Rio Grande do Norte
Profª Drª Paola Andressa Scortegagna – Universidade Estadual de Ponta Grossa
Prof. Dr. Urandi João Rodrigues Junior – Universidade Federal do Oeste do Pará
Profª Drª Vanessa Bordin Viera – Universidade Federal de Campina Grande
Prof. Dr. Willian Douglas Guilherme – Universidade Federal do Tocantins

Ciências Agrárias e Multidisciplinar

Prof. Dr. Alan Mario Zuffo – Universidade Federal de Mato Grosso do Sul
Prof. Dr. Alexandre Igor Azevedo Pereira – Instituto Federal Goiano
Profª Drª Daiane Garabeli Trojan – Universidade Norte do Paraná
Prof. Dr. Darllan Collins da Cunha e Silva – Universidade Estadual Paulista
Prof. Dr. Fábio Steiner – Universidade Estadual de Mato Grosso do Sul
Profª Drª Girlene Santos de Souza – Universidade Federal do Recôncavo da Bahia
Prof. Dr. Jorge González Aguilera – Universidade Federal de Mato Grosso do Sul
Prof. Dr. Ronilson Freitas de Souza – Universidade do Estado do Pará
Prof. Dr. Valdemar Antonio Paffaro Junior – Universidade Federal de Alfenas

Ciências Biológicas e da Saúde

Prof. Dr. Benedito Rodrigues da Silva Neto – Universidade Federal de Goiás
Prof.ª Dr.ª Elane Schwinden Prudêncio – Universidade Federal de Santa Catarina
Prof. Dr. Gianfábio Pimentel Franco – Universidade Federal de Santa Maria
Prof. Dr. José Max Barbosa de Oliveira Junior – Universidade Federal do Oeste do Pará

Profª Drª Natiéli Piovesan – Instituto Federal do Rio Grande do Norte
Profª Drª Raissa Rachel Salustriano da Silva Matos – Universidade Federal do Maranhão
Profª Drª Vanessa Lima Gonçalves – Universidade Estadual de Ponta Grossa
Profª Drª Vanessa Bordin Viera – Universidade Federal de Campina Grande

Ciências Exatas e da Terra e Engenharias

Prof. Dr. Adélio Alcino Sampaio Castro Machado – Universidade do Porto
Prof. Dr. Eloi Rufato Junior – Universidade Tecnológica Federal do Paraná
Prof. Dr. Fabrício Menezes Ramos – Instituto Federal do Pará
Profª Drª Natiéli Piovesan – Instituto Federal do Rio Grande do Norte
Prof. Dr. Takeshy Tachizawa – Faculdade de Campo Limpo Paulista

Conselho Técnico Científico

Prof. Msc. Abrãao Carvalho Nogueira – Universidade Federal do Espírito Santo
Prof. Dr. Adaylson Wagner Sousa de Vasconcelos – Ordem dos Advogados do Brasil/Seccional Paraíba
Prof. Msc. André Flávio Gonçalves Silva – Universidade Federal do Maranhão
Prof.ª Drª Andreza Lopes – Instituto de Pesquisa e Desenvolvimento Acadêmico
Prof. Msc. Carlos Antônio dos Santos – Universidade Federal Rural do Rio de Janeiro
Prof. Msc. Daniel da Silva Miranda – Universidade Federal do Pará
Prof. Msc. Eliel Constantino da Silva – Universidade Estadual Paulista
Prof.ª Msc. Jaqueline Oliveira Rezende – Universidade Federal de Uberlândia
Prof. Msc. Leonardo Tullio – Universidade Estadual de Ponta Grossa
Prof.ª Msc. Renata Luciane Polsaque Young Blood – UniSecal
Prof. Dr. Welleson Feitosa Gazel – Universidade Paulista

Dados Internacionais de Catalogação na Publicação (CIP) (eDOC BRASIL, Belo Horizonte/MG)	
A238	Administração 4.0 [recurso eletrônico] : flexibilidade para a inovação das organizações / Organizador Clayton Robson Moreira da Silva. – Ponta Grossa, PR: Atena Editora, 2019. Formato: PDF Requisitos de sistema: Adobe Acrobat Reader Modo de acesso: World Wide Web Inclui bibliografia ISBN 978-85-7247-520-4 DOI 10.22533/at.ed.204190607 1. Administração de empresas. 2. Inovação. 3. Tecnologia. I. Silva, Clayton Robson Moreira da. CDD 658.1
Elaborado por Maurício Amormino Júnior – CRB6/2422	

Atena Editora
Ponta Grossa – Paraná - Brasil
www.atenaeditora.com.br
contato@atenaeditora.com.br

APRESENTAÇÃO

A obra “Administração 4.0: Flexibilidade para a Inovação das Organizações”, publicada pela Atena Editora, compreende um conjunto de vinte e quatro capítulos que abordam diversas temáticas inerentes ao campo da administração, promovendo o debate sobre estratégias, ações e mecanismos flexíveis focados na inovação das organizações.

Dessa forma, esta obra é dedicada àqueles que desejam ampliar seus conhecimentos e percepções sobre administração das organizações, com foco na inovação, por meio de um arcabouço teórico especializado. Ainda, ressalta-se que este livro agrega à área da gestão à medida em que reúne um material rico e diversificado, proporcionando a ampliação do debate sobre diversos temas e conduzindo gestores, empreendedores, técnicos e pesquisadores ao delineamento de novas estratégias de gestão para a inovação. A seguir, apresento os estudos que compõem os capítulos deste volume, juntamente com seus respectivos objetivos.

O primeiro capítulo é intitulado “Grau de Inovação das Micro e Pequenas Empresas: uma análise sob a ótica do radar de inovação” e objetivou evidenciar a importância da inovação para as micro e pequenas empresas, apresentando o grau de inovação de uma microempresa que participou do projeto Agentes Locais de Inovação (ALI), no período de 2009 a 2011. O segundo capítulo tem como título “Perfil dos Empreendedores Brasileiros: o que mostra a pesquisa SEBRAE/ IBQP/ *Global Entrepreneurship Monitor*” e objetivou identificar o perfil do empreendedor brasileiro, utilizando a metodologia de pesquisa da *Global Entrepreneurship Monitor* (GEM). O terceiro capítulo, intitulado “Pequenas e Médias Empresas: modelagem de processos de negócios e seus desafios”, objetivou elucidar os esforços, os desafios e oportunidades de pequenas e médias empresas em desenvolverem-se no mercado nacional e estrangeiro por meio do uso do gerenciamento de processos de negócio e suas vertentes.

O quarto capítulo é intitulado “Visão Crítica das Políticas de Gestão de Pessoas e Gestão do Conhecimento em Pequenas Empresas” e objetivou debater a importância da articulação teórica entre políticas de gestão de pessoas (GP) e gestão do conhecimento nas pequenas empresas. O quinto capítulo tem como título “Estilos de liderança e a Teoria da Liderança Situacional de Hersey e Blanchard” e apresenta a Teoria da Liderança Situacional como uma ferramenta de gerenciamento que faz uso de diferentes estilos de liderança existentes aproveitando suas virtudes conforme o grau de maturidade do colaborador. O sexto capítulo, intitulado “A Percepção do Colaborador acerca da Implantação de um Plano de Cargos e Carreira: um estudo de caso em uma ICES – Instituição Comunitária de Ensino Superior”, teve como objetivo investigar a percepção dos colaboradores de uma Instituição Comunitária de Ensino Superior (ICES) sobre a implantação do plano de cargos e carreira.

O sétimo capítulo tem como título “Violência Simbólica e Empoderamento:

mulheres que ocupam cargos de direção em centros universitários” e buscou analisar a percepção da existência de empoderamento e/ou da vivência da violência simbólica no cotidiano de trabalho de cinco mulheres que ocupam cargos de alta direção em Centros Universitários, em Belo Horizonte - MG. O oitavo capítulo é intitulado “Equidade Salarial Feminina no Mercado de Trabalho: reflexões a partir de um levantamento bibliográfico” e teve como objetivo nortear novos administradores nas questões relacionadas à equidade salarial através de um levantamento bibliométrico de pesquisas sobre o tema. O nono capítulo é intitulado “Teoria Crítica Pós-Moderna de Oposição: é possível situá-la no círculo das matrizes epistêmicas?” e explora a Teoria Crítica Pós-Moderna de Oposição (TCPO), no âmbito do Círculo das Matrizes Epistêmicas (CME), com base na Sociologia das Ausências, das Emergências, da Teoria (trabalho) de Tradução, bem como na Razão Subjacente: a Razão Cosmopolita como crítica à Razão Indolente.

O décimo capítulo tem como título “Descentralização das Ações de Indução da Cultura da Inovação: estudo do setor confeccionista no município de Curvelo/MG” e estudou a importância da implementação de uma rede inovadora nos municípios onde há unidades CEFET-MG, a fim de consolidar uma política inovadora. O décimo primeiro capítulo é intitulado “Modelo de Internacionalização de Empresas com Suporte nas Teorias Uppsala e Capital Social” e objetivou propor um modelo de internacionalização com suporte na relação entre a Teoria *Uppsala* e a Teoria do Capital Social. O décimo segundo capítulo tem como título “Capital Social e Ensino Superior na Perspectiva da Internacionalização” e objetivou elaborar um *framework* para compreender a internacionalização do Ensino Superior, por meio do capital social desenvolvido em Cooperação Acadêmica Internacional.

O décimo terceiro capítulo é intitulado “Transparência na Administração Pública Municipal do Estado da Paraíba” e objetivou verificar se os 223 municípios que formam o estado da Paraíba estão divulgando os instrumentos de transparência pública previstos no artigo 48 da Lei Complementar n 101 de 2000 (Lei de Responsabilidade Fiscal), nos portais eletrônicos dos municípios. O décimo quarto capítulo tem como título “*Accountability* como Ferramenta de Controle e Transparência na Universidade Federal de Rondônia” e objetivou analisar como a Pró-reitora de Planejamento (PROPLAN) cumpre os critérios de divulgação e transparência exigidos pela Lei de Acesso à Informação e pela Lei de Responsabilidade Fiscal. O décimo quinto capítulo, intitulado “Carta de Serviços ao Usuário: um estudo de caso numa grande universidade federal brasileira”, teve como objetivo verificar se o capítulo 2 do Decreto 9.094/2017 está sendo atendido nas universidades públicas federais brasileiras, ou seja, se a carta está disponibilizada ao usuário.

O décimo sexto capítulo é intitulado “Administração Transnacional, Governança Global e Política Mundial: as vicissitudes do mundo em transe” e desenvolve ensaio teórico à luz de Octavio Ianni, David Coen e Tom Pegrum, e Anne-Marie Slaughter. O décimo sétimo capítulo, intitulado “As Perspectivas Acadêmicas da Trajetória das

Políticas de Previdência Social no Brasil”, buscou analisar as perspectivas teóricas adotadas nos estudos científicos sobre a trajetória das políticas de Previdência Social no Brasil de 1998 a 2017 por meio de uma revisão bibliográfica sistemática integrativa. O décimo oitavo capítulo tem como título “Análise de Políticas Públicas: reflexões sobre a Política Nacional de Incentivo ao Manejo Sustentado e ao Cultivo do Bambu” e apresenta as principais características do bambu, seu uso nas atividades produtivas, como também analisa sinteticamente a Política Nacional de Incentivo ao Manejo Sustentado e ao Cultivo do Bambu.

O décimo nono capítulo tem como título “Reduzir, Reutilizar e Reciclar - Sustentabilidade de um Centro de Triagem de Materiais Recicláveis: estudo de caso” e buscou apresentar uma proposta de gestão financeira para um centro de triagem visando sua sustentabilidade no mercado de materiais recicláveis localizado na Região Metropolitana do Vale do Paraíba, Estado de São Paulo. O vigésimo capítulo é intitulado “Custo da Promoção versus o Retorno da Promoção: o caso da GODAM Alimentos” e objetivou mostrar os custos e os retornos esperados de uma ação promocional através do trabalho de um promotor de vendas desta empresa dentro de uma empresa-parceira (cliente). O vigésimo primeiro capítulo é intitulado “Perfil e-Consumidor dos Discentes do Curso de Administração de uma IES Brasileira” e objetivou conhecer o perfil e-consumidor dos alunos do curso de administração.

O vigésimo segundo capítulo é intitulado “Mito x Realidade: o *tag along* como mecanismo de proteção do acionista minoritário das sociedades anônimas brasileiras” e objetivou identificar a efetividade do *tag along* como prática de governança corporativa que protege o acionista minoritário da ação dos acionistas controladores em caso de alienação de controle. O vigésimo terceiro capítulo, intitulado “Análise da Carteira Eficiente entre o Mercado Imobiliário e os Títulos Públicos Federais”, objetivou apresentar uma solução para maximizar um portfólio, utilizando a combinação de investimentos diferentes, buscando, com isso, obter a melhor relação risco-retorno. O vigésimo quarto capítulo tem como título “*Organizational Learning as a Driver of a Social Business Model: a case study*” e investiga como os agricultores orgânicos no Sul do Brasil estão tornando seu negócio social operacionalmente sustentável, criando um ambiente de aprendizagem.

Assim, agradecemos aos autores pelo empenho e dedicação que possibilitaram a construção dessa obra de excelência, e esperamos que este livro possa contribuir para a discussão e consolidação de temas relevantes para a área de administração, levando pesquisadores, docentes, gestores, analistas, técnicos, consultores e estudantes à reflexão sobre os assuntos aqui abordados.

Clayton Robson Moreira da Silva

SUMÁRIO

CAPÍTULO 1	1
GRAU DE INOVAÇÃO DAS MICRO E PEQUENAS EMPRESAS: UMA ANÁLISE SOB A ÓTICA DO RADAR DE INOVAÇÃO	
Jéssica dos Santos Veiga Anderson Luís do Espírito Santo Rosa de Barros Ferreira de Almeida	
DOI 10.22533/at.ed.2041906071	
CAPÍTULO 2	18
PERFIL DOS EMPREENDEDORES BRASILEIROS: O QUE MOSTRA A PESQUISA SEBRAE/ IBPQ/ GLOBAL ENTREPRENEURSHIP MONITOR	
Ângelo José Penna Machado Carlos Rodrigo da Silva Ywrynicksom Ramos Fernandes	
DOI 10.22533/at.ed.2041906072	
CAPÍTULO 3	34
PEQUENAS E MÉDIAS EMPRESAS: MODELAGEM DE PROCESSOS DE NEGÓCIOS E SEUS DESAFIOS	
Roquemar de Lima Baldam Daniel Vasconcelos Castro Morgana de Freitas Guaitolini Lourenço Costa Thalmo de Paiva Coelho Junior	
DOI 10.22533/at.ed.2041906073	
CAPÍTULO 4	49
VISÃO CRÍTICA DAS POLÍTICAS DE GESTÃO DE PESSOAS E GESTÃO DO CONHECIMENTO EM PEQUENAS EMPRESAS	
Talita Bernardi Goettems Denize Grzybovski	
DOI 10.22533/at.ed.2041906074	
CAPÍTULO 5	58
ESTILOS DE LIDERANÇA E A TEORIA DA LIDERANÇA SITUACIONAL DE HERSEY E BLANCHARD	
Elvis Magno da Silva Caique Bevilaqua Vilas Boas Rondinelli Heitor Resende Andrade Heloísa Teixeira Fidelis Fernandes	
DOI 10.22533/at.ed.2041906075	
CAPÍTULO 6	69
A PERCEPÇÃO DO COLABORADOR ACERCA DA IMPLANTAÇÃO DE UM PLANO DE CARGOS E CARREIRA: UM ESTUDO DE CASO EM UMA ICES – INSTITUIÇÃO COMUNITÁRIA DE ENSINO SUPERIOR	
Eder Ocimar Schuinsekel Berenice Beatriz Rossner Wbatuba	
DOI 10.22533/at.ed.2041906076	

CAPÍTULO 7	84
VIOLÊNCIA SIMBÓLICA E EMPODERAMENTO: MULHERES QUE OCUPAM CARGOS DE DIREÇÃO EM CENTROS UNIVERSITÁRIOS	
Cristiane Chaves Caldas Marlene Catarina de Oliveira Lopes Melo Ana Lúcia Magri Lopes	
DOI 10.22533/at.ed.2041906077	
CAPÍTULO 8	96
EQUIDADE SALARIAL FEMININA NO MERCADO DE TRABALHO: REFLEXÕES A PARTIR DE UM LEVANTAMENTO BIBLIOGRÁFICO	
Eline dos Anjos Washington Ângelo	
DOI 10.22533/at.ed.2041906078	
CAPÍTULO 9	113
TEORIA CRÍTICA PÓS-MODERNA DE OPOSIÇÃO: É POSSÍVEL SITUÁ-LA NO CÍRCULO DAS MATRIZES EPISTÊMICAS?	
Fabiana Pinto de Almeida Bizarria Alexandre Oliveira Lima Antônia Márcia Rodrigues Sousa Flávia Lorene Sampaio Barbosa	
DOI 10.22533/at.ed.2041906079	
CAPÍTULO 10	131
DESCENTRALIZAÇÃO DAS AÇÕES DE INDUÇÃO DA CULTURA DA INOVAÇÃO: ESTUDO DO SETOR CONFECCIONISTA NO MUNICÍPIO DE CURVELO/MG	
Ronaldo Ferreira Machado Lourdiane Gontijo das Mercês Gonzaga Nilton da Silva Maia Antônio Guimarães Campos Maria de Lourdes Couto Nogueira	
DOI 10.22533/at.ed.20419060710	
CAPÍTULO 11	145
MODELO DE INTERNACIONALIZAÇÃO DE EMPRESAS COM SUPORTE NAS TEORIAS UPPSALA E CAPITAL SOCIAL	
Fabiana Pinto de Almeida Bizarria Alexandre Oliveira Lima Antônia Márcia Rodrigues Sousa Flávia Lorene Sampaio Barbosa	
DOI 10.22533/at.ed.20419060711	
CAPÍTULO 12	168
CAPITAL SOCIAL E ENSINO SUPERIOR NA PERSPECTIVA DA INTERNACIONALIZAÇÃO	
Fabiana Pinto de Almeida Bizarria Alexandre Oliveira Lima Antônia Márcia Rodrigues Sousa Flávia Lorene Sampaio Barbosa	
DOI 10.22533/at.ed.20419060712	

CAPÍTULO 13	190
TRANSPARÊNCIA NA ADMINISTRAÇÃO PÚBLICA MUNICIPAL DO ESTADO DA PARAÍBA	
Marinely Costa de Lima	
Maria Manuela Costa de Lima	
Iran Jefferson Ribeiro de Lima	
Vera Lúcia Cruz	
DOI 10.22533/at.ed.20419060713	
CAPÍTULO 14	207
ACCOUNTABILITY COMO FERRAMENTA DE CONTROLE E TRANSPARÊNCIA NA UNIVERSIDADE FEDERAL DE RONDÔNIA	
Daniela Dourado Santos	
Marcilene de Assunção	
Marlene Valério dos Santos Arenas	
DOI 10.22533/at.ed.20419060714	
CAPÍTULO 15	223
CARTA DE SERVIÇOS AO USUÁRIO: UM ESTUDO DE CASO NUMA GRANDE UNIVERSIDADE FEDERAL BRASILEIRA	
Joyce Vasconcelos Coutinho dos Reis	
Diego Fillipe de Souza	
Jorge da Silva Correia Neto	
DOI 10.22533/at.ed.20419060715	
CAPÍTULO 16	236
ADMINISTRAÇÃO TRANSNACIONAL, GOVERNANÇA GLOBAL E POLÍTICA MUNDIAL: AS VICISSITUDES DO MUNDO EM TRANSE	
Carlos Antonio Mendes de Carvalho Buenos Ayres	
DOI 10.22533/at.ed.20419060716	
CAPÍTULO 17	248
AS PERSPECTIVAS ACADÊMICAS DA TRAJETÓRIA DAS POLÍTICAS DE PREVIDÊNCIA SOCIAL NO BRASIL	
Raquel Andrade e Silva	
Elaine Aparecida Teixeira	
DOI 10.22533/at.ed.20419060717	
CAPÍTULO 18	261
ANÁLISE DE POLÍTICAS PÚBLICAS: REFLEXÕES SOBRE A POLÍTICA NACIONAL DE INCENTIVO AO MANEJO SUSTENTADO E AO CULTIVO DO BAMBU	
Fábio Moita Louredo	
Ricardo de Souza Martins da Costa	
DOI 10.22533/at.ed.20419060718	

CAPÍTULO 19	273
REDUZIR, REUTILIZAR E RECICLAR - SUSTENTABILIDADE DE UM CENTRO DE TRIAGEM DE MATERIAIS RECICLÁVEIS: ESTUDO DE CASO	
Ricardo Zerinto Martins	
DOI 10.22533/at.ed.20419060719	
CAPÍTULO 20	284
CUSTO DA PROMOÇÃO VERSUS O RETORNO DA PROMOÇÃO: O CASO DA GODAM ALIMENTOS	
Elvis Magno da Silva	
Dayana Christina dos Reis	
Sibila Fernanda Martins Silva	
DOI 10.22533/at.ed.20419060720	
CAPÍTULO 21	293
PERFIL E-CONSUMIDOR DOS DISCENTES DO CURSO DE ADMINISTRAÇÃO DE UMA IES BRASILEIRA	
Igor Ferreira de Fúcio	
Reginaldo Adriano de Souza	
Rita de Cássia Martins de Oliveira Ventura	
José Carlos de Souza	
Lilian Beatriz Ferreira Longo	
DOI 10.22533/at.ed.20419060721	
CAPÍTULO 22	308
MITO X REALIDADE: O TAG ALONG COMO MECANISMO DE PROTEÇÃO DO ACIONISTA MINORITÁRIO DAS SOCIEDADE ANÔNIMAS BRASILEIRAS	
Éder de Souza Beirão	
João Paulo Cavalcante Lima	
DOI 10.22533/at.ed.20419060722	
CAPÍTULO 23	324
ANÁLISE DA CARTEIRA EFICIENTE ENTRE O MERCADO IMOBILIÁRIO E OS TÍTULOS PÚBLICOS FEDERAIS	
Pedro Oliveira Otoch	
Marcelo Augusto Farias de Castro	
DOI 10.22533/at.ed.20419060723	
CAPÍTULO 24	336
ORGANIZATIONAL LEARNING AS A DRIVER OF A SOCIAL BUSINESS MODEL: A CASE STUDY	
Michelle Dauer	
Michele de Souza	
Luiz Reni Trento	
DOI 10.22533/at.ed.20419060724	
CAPÍTULO 25	348
A IMPORTÂNCIA DO LIDER COACHING NA GESTÃO PÚBLICA: UM ESTUDO COM A EQUIPE DO NÚCLEO DE PESQUISA - OBSERVATÓRIO DO TURISMO DO ESTADO DE GOIÁS	
Giovanna Adriana Tavares Gomes	
DOI 10.22533/at.ed.20419060725	

CAPÍTULO 26	354
A INFLUÊNCIA DO CONHECIMENTO CULTURAL NOS NEGÓCIOS INTERNACIONAIS	
Carolina Pellissari Ribeiro Ana Leticia Rupel Jessica Cristine Metnek Patricia Kroetz Maggioni	
DOI 10.22533/at.ed.20419060726	
CAPÍTULO 27	364
PERCEPÇÕES SOBRE O (DES)ALINHAMENTO DOS PRINCÍPIOS DA ADMINISTRAÇÃO PÚBLICA, ACCOUNTABILITY E GERENCIAMENTO DE RESULTADOS EM INSTITUIÇÕES FINANCEIRAS	
Leonardo da Silva Trindade Matos Rosiane Maria Lima Gonçalves Antônio Carlos Brunozi Júnior	
DOI 10.22533/at.ed.20419060727	
CAPÍTULO 28	377
INSTITUCIONALIZAÇÃO DA ECONOMIA SOLIDÁRIA EM MATO GROSSO DO SUL	
André Luiz Alvarenga de Souza	
DOI 10.22533/at.ed.20419060728	
CAPÍTULO 29	393
REDUÇÃO DE FALHAS EM SISTEMAS DE AUTOMAÇÃO DE PROCESSOS COM O USO DAS TÉCNICAS FTA, FMECA E ANÁLISE CRÍTICA DE ESPECIALISTAS	
Roquemar de Lima Baldam Patrick Soares Silva Lourenço Costa Thalmo de Paiva Coelho Junior	
DOI 10.22533/at.ed.20419060729	
SOBRE O ORGANIZADOR	404
ÍNDICE REMISSIVO	405

ORGANIZATIONAL LEARNING AS A DRIVER OF A SOCIAL BUSINESS MODEL: A CASE STUDY

Michelle Dauer

Universidade do Vale do Rio dos Sinos –
UNISINOS
São Leopoldo/Rio Grande do Sul

Michele de Souza

Universidade do Vale do Rio dos Sinos –
UNISINOS
São Leopoldo/Rio Grande do Sul

Luiz Reni Trento

Universidade do Vale do Rio dos Sinos –
UNISINOS
São Leopoldo/Rio Grande do Sul

ABSTRACT: The case study presented investigates how organic farmers in southern Brazil are making their social business operationally sustainable by creating a learning environment. Social businesses are created to improve the livelihood of the poor. Bearing in mind that 1 in 10 people in the world lives under \$1.90 a day, the new research on how social business can improve the lives of the poor is essential to drive an action to reduce this numbers. Understand how this kind of business works; the best practices and learning culture is critical to recognize how emerging markets can develop through this type of entrepreneurship. For the developed countries, is this kind of research is vital to understand how they can innovate. To address this research, the authors

adopted a qualitative exploratory methodology with a unique, in-depth, case study. The study focuses on a cooperative of settled workers that cultivate and sale agroecological products. Findings suggest that cooperatives must engage members to share their knowledge through a set of practices that creates a routine for the farmers to collaborate. It can develop a culture of collaboration. Cooperatives have an essential role in this knowledge diffusion where farmers embed their knowledge with the experience of others and technicians. From the research point of view, this research has some limitations. First, a single case can limit the generalization of results. Further studies can address the same research question with multiple cases. Studies could also measure how Organizational Learning impacts financial performance on cooperatives.

KEYWORDS: Organizational learning; Social business; Organic food production; Cooperatives; Case study

A APRENDIZAGEM ORGANIZACIONAL COMO IMPULSIONADORA DE UM MODELO DE NEGÓCIOS SOCIAL: UM ESTUDO DE CASO

RESUMO: O estudo de caso investiga como os agricultores orgânicos no sul do Brasil estão tornando seu negócio social operacionalmente

sustentável, criando um ambiente de aprendizagem. As empresas sociais são criadas para melhorar o sustento dos pobres. Tendo em mente que 1 em cada 10 pessoas no mundo vive com menos de US \$ 1,90 por dia, a nova pesquisa sobre como os negócios sociais podem melhorar a vida dos pobres é essencial para conduzir uma ação para reduzir esses números. Compreender como esse tipo de negócio funciona; as melhores práticas e a cultura de aprendizado são fundamentais para reconhecer como os mercados emergentes podem se desenvolver por meio desse tipo de empreendedorismo. Para os países desenvolvidos, esse tipo de pesquisa é vital para entender como eles podem inovar. Os autores adotaram uma metodologia exploratória qualitativa. A cooperativa de trabalhadores cultivam e vendem produtos agroecológicos. Os resultados sugerem que as cooperativas devem envolver os membros para compartilhar seus conhecimentos através de um conjunto de práticas que criam uma rotina para os agricultores colaborarem. Pode desenvolver uma cultura de colaboração. As cooperativas têm um papel essencial nessa difusão do conhecimento, onde os agricultores incorporam seus conhecimentos à experiência de outros e técnicos. Do ponto de vista da pesquisa, esta pesquisa apresenta algumas limitações. Primeiro, um único caso pode limitar a generalização dos resultados. Outros estudos podem abordar a mesma questão de pesquisa em vários casos. Estudos também podem medir como a aprendizagem Organizacional afeta o desempenho financeiro nas cooperativas.

PALAVRAS-CHAVE: Aprendizagem organizacional; Negócio social; Produção orgânica; Cooperativas; Estudo de caso

1 | INTRODUCTION

A social business is designed and operated exactly like a typical business venture, with products, services, markets, expenses, and revenues. It promotes the sale of products or services and pays dividends to its owners, but its primary objective is to serve society and improve the lives of people in need (YUNUS; MOINGEON; LEHMANN-ORTEGA, 2010). Bearing in mind that 1 in 10 people in the world lives under \$1.90 a day (World Bank, 2018), new researches on how social business can improve the lives of the poor is vital to drive an action to reduce this numbers. The best way for companies to collaborate in poverty eradication is to invest in improving the skills and productivity of the poor and create job opportunities for them. It is a win-win solution and a real fortune for bottom-up of the pyramid (BoP) (NIDUMOLU; PRAHALAD; RANGASWAMI, 2009). The present case study investigates how organic farmers in southern Brazil are making their social business operationally sustainable by creating a learning environment.

The social business is a cooperative of settled workers of the region of Porto Alegre - COOTAP. The headquarters of COOTAP is in the municipality of Eldorado do Sul, in the state of Rio Grande do Sul (RS), Brazil. The article evolves as follows: the first section presents the theoretical basis of the study for the following fundamental

concepts: social business model and organizational learning. Following that, we offer the methodology of the single case study, giving attention to the framing and explanation of data analysis. We, therefore, present the findings of the cooperatives historical of the fight for land and cooperatives operational practices and learning the culture. Finally, we present the discussion and conclusion articulating about the case and findings from the literature and then, we discuss implications for future research and practical implications.

2 | LITERATURE REVIEW

We review the literature the constructs: social business model and organizational learning in cooperatives that underpin this research.

2.1 Social Business Model

The non-profit organization provides market knowledge, local needs, network with other institutions, actors in the territory, and distribution channels (MICHELINI; FIORENTINO, 2012). The enterprises that operate in the social business model have products, services, customers, markets, expenses, and revenues (YUNUS; MOINGEON; LEHMANN-ORTEGA, 2010). These businesses can expand by increasing the number of customers, members and expanding offers and revenues to reach millions of people (BOCKEN; FIL; PRABHU, 2016). Although social business focuses on social objectives, they need to put attention to cover the costs involved in the operation. Moreover, the social business needs to guarantee to the associates recover the investments. These enterprises are focused on transferring the generation of traditional financial profit to the social profit to all interested parties (YUNUS; MOINGEON; LEHMANN-ORTEGA, 2010). This focus allows social entrepreneurs to create value and maximize social profit (BOONS; LÜDEKE-FREUND, 2013; DACIN; DACIN; TRACEY, 2011). Another objective is to reinvest the profits obtained in the social business to meet the needs of stakeholders (YUNUS; MOINGEON; LEHMANN-ORTEGA, 2010). Sustainable business models can create value by balancing economic, ecological and social elements. Also, they seek to promote balanced relationships and fair share sharing among members (BOONS; LÜDEKE-FREUND, 2013). Social business is considered a business that serves the most impoverished working at the base of the economic pyramid or aspiring class whose social or environmental objectives are intrinsic, and there is no conflict between social and financial returns (World Economic Forum, 2013). In the context of the most impoverished, the literature reveals that their transformation into producers may be an alternative to reduce poverty (KARNANI, 2005). Business models that create social values are those that adopt strategies to serve the less favored, that is, the base of the pyramid.

2.2 Organizational learning

The work of Cyert and March (1963) with their book *A Behavioral Theory of the Firm* introduced the organizational learning theory (ARGOTE; GREVE, 2007). Organizational learning focuses on experience. Also, such an experience impacts organizational knowledge (ARGOTE; MIRON-SPEKTOR, 2011; FIOL; LYLES, 1985). Knowledge is closest to action and experience promotes the ability to deal with complexity (DAVENPORT; PRUSAK, 1998). Similar research indicates that the sources of learning for organizations and individuals go through the experience and rational calculation of the consequences of choices (MARCH; OLSEN, 1976). From the individual perspective, learning is embedded in the minds of other individuals and epistemological artifacts (maps, memories, programs) (ARGYRIS; SCHÖN, 1978). Learning promotes feedback between learner and environment, reflecting on the learner itself (BERKES, 2009). The socialization process between individuals who participate in standard practices and discourses end up reproducing and expanding organizational knowledge (POPOVA-NOWAK; CSEH, 2015). Prior studies indicated that learning occurs from individuals, groups, and organization as a whole (CASTANEDA; RIOS, 2007). Learning opportunities encompass actions of doing, using and interacting. These actions can contribute to the improvement of social integration (PETERS; PRESSEY; JOHNSTON, 2017) sharing of resources, and facilitation of learning through contagion has interested both business-to-business and economic geography researchers. This study responds to calls in both research traditions for research into knowledge and learning at the level of an interfirm network. More specifically, it focuses on developing an understanding of how the contagion of knowledge and ideas and the co-ordination of activities within a network takes place. We achieve this by drawing upon research in both network relationships dynamics and learning processes to investigate the causal mechanisms that drive contagion. We focus on two types of contagion: contagion by cohesion (i.e. the presences and closeness of direct contact with others in the network. The lack of this kind of interaction can hinder the expansion of knowledge at all organizational levels (HILLEBRAND; BIEMANS, 2004). When ties of relationships between farmers, employees, and partners are close, they build essential mechanisms for transferring specialized knowledge. Besides, it can contribute to the promotion of new learning and new knowledge (INEMEK; MATTHYSSENS, 2013).

3 | METHODOLOGY

Empirical research on sustainable eco-business and learning is incipient. This study conducted an exploratory single-case approach. The study of a single case can be a powerful example to show the way they work (SIGGELKOW, 2007). The case study is a research strategy focused on the understanding of the dynamics present in a single scenario (EISENHARDT, 1989). This method can enhance the existing theory (DUBOIS; GADDE, 2002; SIGGELKOW, 2007). The case study in question required

the deep involvement of the researchers because of its complexity. Key respondents were interviewed several times in an interactive process.

The interviews were conducted following a protocol developed to support data collection and ensure consistent interview procedures. The first part focused on the analysis of the business model and the history of the farmers building the cooperative. Then the researches inquiry about production, business plan, knowledge sharing, technical support to farmers, certification and sustainability. The interviews lasted from 120 to 270 minutes and recorded and transcribed. The interviewee's Director of operations; Quality Coordinator; Technical Coordinator; Sales Coordinator were selected because of their importance to the management of the business and processes. The farmers interviewed were selected by their availability. The interviewees and are listed as follows (table 1):

Role of interviewees	Characteristics of the role	Years at the cooperative
Director of operations	He directs the management team for the cooperated.	10
Quality Coordinator	Assist with the certification and technical knowledge transfer to producers	6
Technical Coordinator	Manages the technological development team and coordinates the technical services cooperative (COOPTEC)	10
Sales Coordinator	Coordinates COOTAP sales	10
Farmer 1	Rice and vegetables cooperated	20
Farmer 2	Rice and vegetables cooperated	20
Farmer 3	Vegetable cooperated	5
Farmer 4	Vegetable cooperated	9

Table 1: Characterization of the interviewees

Source: Developed by the authors (2018)

The researchers visited the headquarters of the cooperative, its settlements, plantations, free markets, hypermarkets, large retail. Besides, the researchers complemented the collection of data with secondary fonts, such as minutes of meetings and public documents (doctoral thesis, dissertation, press releases, websites, and social media). The data were transcribed and encoded using the AtlasTI v8 software, following the coding procedure described in the literature (JULIET CORBIN; ANSELM STRAUSS, 2016). The researchers had discussed and reorganized different codes and interpretations until an agreement was reached.

4 | FINDINGS

The successful business model of the cooperative started to get attention from farmers due to their organic model and technical support. Still today the cooperative

call attention of families that wants to start farming. One of the interviewed (Farmer 4) indicated that the cooperative gave her all subsidies, knowledge, and structure to start her business and have the means to sustain her family. In her words: “I attended a full-day course with technicians to learn how to grow vegetables and fruits. It was the trigger to start the business”. The director of operations also raised that new farmers receive intense attention: “We take care of new farmers, so they do not suffer along the way, we work more closely to them!”. The director also mentioned that the cooperative assist farmers in financial aspects and alternatives for the full use of land.

Moreover, the organic certifications are too costly for a single farmer to achieve it. Participating in the cooperative became a solution to knock down this barrier and have a certified product in the market. The knowledge sharing of agroecological production opened the door for the development of families. The interviewees cited essential characteristics to support the business model: cooperativism, empowerment, equal treatment. The interviewees also mentioned other aspects regarding modern concepts of supply chain management, such as negotiation of shared purchases, mastery of distribution resources to reduce costs, and negotiation of sales of consolidated volumes. The interviewees revealed that a critical aspect of the cooperative is the openness to foster ideas to reinvest the profits to increase working capital. Another point to highlight is the cost of organic production, which is 50% lower than the conventional one.

According to the Technical Coordinator: “Two institutions have fostered this experience and knowledge sharing: Central Cooperatives of the settlers of Rio Grande do Sul (RS) (Cooperativa Central dos Assentamentos do RS - COCEARGS) and technical services to Cooperatives (Cooperativa de Prestação de Serviços Técnicos Ltda - COPTec). The technical workers also collect information regarding the region, climate and different situations the farmers face. Their experience is valuable to the construction of cooperative knowledge. The quality manager also mentioned that the knowledge and experience that the farmers that grow vegetables and fruits are extensive, so they need less technical resources. On the other hand, one of the farmer (2) interviewees mentioned that without the support from COOTAP it would be impossible to produce: “whenever I need a technical visit they send one. It is imperative to have them to rely on”.

The quality process in the cooperative includes audits and certifications to qualify the organic product according to the consumer markets and standards. The cost to certify the organic product is a barrier for small farmers, so the cooperative made these certifications feasible and expanded the product access to other markets.

The cooperative and producers organize the production planning and production process. It includes planning the quantities of agricultural inputs required for production. Even the election of new suppliers is a joined force with technicians and farmers. They seek for suppliers that appropriate legislation, works council matters and environmental standards. The cooperative also has a management group that is formed by the leaders of the farmers. The Quality Coordinator validates: “The demands

of inputs (seeds, limestone, fuel) are informed to the cooperative by this groups before the beginning of the cultivation, according to the farmers' production forecast. The co-op distributes the agricultural inputs according to the prior planning." After the harvest, the farmers send all the production to the cooperative. To encourage organic production, the cooperative pays organic rice producers 15-20% more than the market price of conventional rice. According to the director of operations: "The cooperative pays 50% on delivery, and the other party after the sale of the products. Members have a share in profits." Respondents believe that differential pricing encourages the production of organic products. The interviewed farmers mentioned that one of the Cootap strengths is participation in the decision-making process, like regarding profits. According to the farmer (2), "we decided in the planning meetings where the profit of the commercialization of the products goes." The director of operations points out that at the last meeting the members decided to invest the profit in the cooperative's working capital. According to the archive data presented in Figure 1, it is planned to reach the target of 678 families and 6772 hectares (ha) of cultivated land by 2020, meaning that the eco-business intends to grow 14.5 times in 16 years.

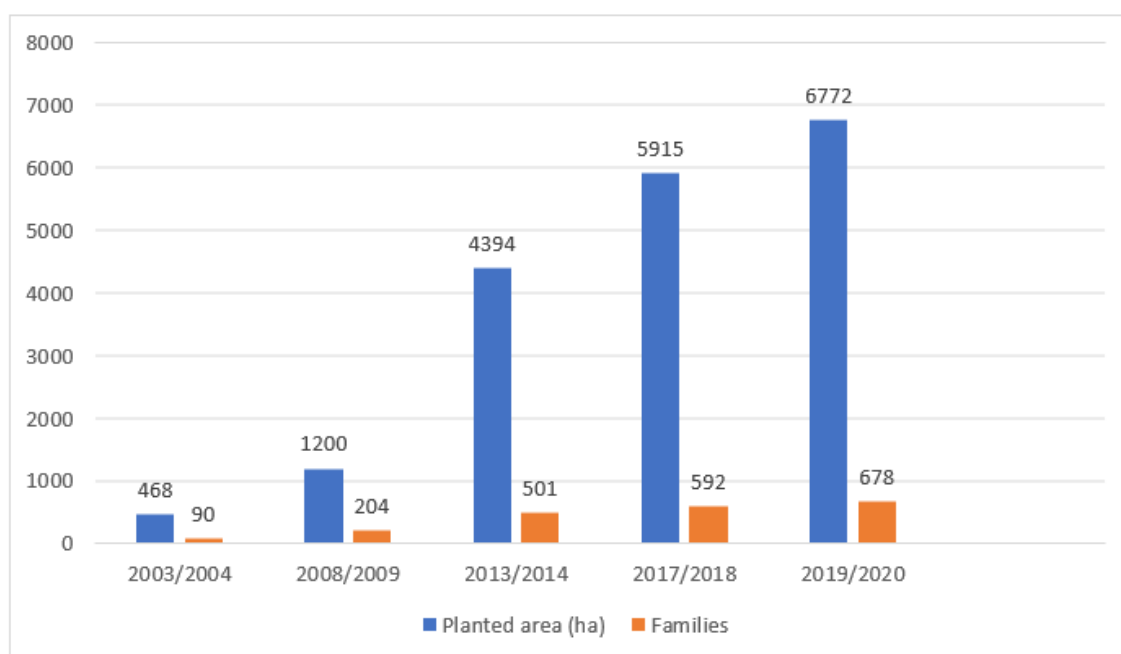


Figure 1 - COOTAP expansion plan
Source: COOTAP archive data (2017)

The certifying institution of organic production referral the cooperative to participate in international trade fairs such as Biofach (Germany) (AGROLINK). Thus, COOTAP acquired knowledge regarding the business, cultivation, and techniques abroad and increased the number of customers and started to export rice to Europe and North America. The cooperative exports organic rice to several countries, including the United States of America, Italy, Germany, and Venezuela. Exportation is the alternative to zeroing inventories. The director of operations complaints: "We believe that the best

thing for economic, social, and environmental sustainability would be to sell all products in the domestic market. We participated in several groups where we agreed that the product would not have to travel so much, products would have to stay in Brazil to mitigate the costs involved in the transactions. However, production is not absorbed in the domestic market because of trade restrictions. The option for the cooperative was to access overseas markets, even with higher operational cost and environmental impact, e.g., certifications, audits, logistical costs “. The evolution and mastery of the production chain led to innovation in the field of marketing through the creation of a self-brand and label. The Technical Coordinator believes that the differentiated quality of the final product benefited and packaged, reaches the final consumer. One package of rice sold through the brand *Terra Livre (Free Land)*, carries many values and many fights that guarantee a healthy food and a concern with the environmental conservation and social justice in the rice market. This system becomes feasible if the final product that reaches the market differentiated and protected, based on clear and recognized criteria. The farmer (3) mentioned that the farmers are also requested to market the brand of *Terra Livre*: “We are encouraged to participate in brand marketing. Besides, we are trained to conduct marketing. They also often ask us what we are doing in this regard, and we receive feedback on how to improve it.”

The cooperative is concerned with learning and improving the production process. The managers of the cooperative maintain constant attention to the processes of production and continuous improvement. Farmers dominate the knowledge of productive processes and are involved in the process of constant learning.

Once a month the cooperative invites the farmers to meet at the cooperative in the microregions to discuss inputs, exchange ideas regarding production and current plantation scenarios, like floods and weather. The farmer interviewed (1, 2, 3) calls these activities like the social part of the cooperative. One farmer (3) interviewed indicated “The meetings are very productive. They are not mandatory, and no one misses it. Is rare when someone misses, because everyone knows how important these meetings are, one month means a lot in farming”. The sales coordinator mentioned another essential participation in the meetings promoted by Cootap: the local organizations for environmental inspection. As per interviewee observation, their participation is critical to creating awareness regarding the law, reuse of water and local requirements to avoid pollution. To achieve the goals the cooperative has, they also promote a year and mid-year review for business planning. As peer farmer (1), the farmers, managers, and directors discuss inputs, seeds, machinery, technology, what went well or wrong, and then discuss the plan for the next year or rest of current year.

5 | DISCUSSION AND CONCLUSION

The present study presented contributions to improve understanding, practices, and actors that are promoting organizational learning in a co-op of the organic farmer.

First, the findings shed light on how impoverished farmers managed to overcome poverty. They applied the concepts of organizational learning to create a social business. Those concepts were applied naturally, not knowing the concepts behind organizational learning. This social business allowed an increase in the production of organic food to overcome poverty. As described by Karnani (2005), “The only way to help the poor and alleviate poverty is to raise the real income of the poor.” The struggle for land motivated for the peasants to develop an active social business.

This social business focuses on organizational learning to increase production and generate wealth to meet the demands of members. This focus on the search for knowledge to increase production benefits the maintenance of youth in agribusiness. We add to emerging literature (ROY; KARNA, 2015) by presenting other benefits of having a social cause as a root for the social business. This roots not only represent a requisite for social business prosperity but also helps with the sustainability of the business through the maintenance of the next generations in the farming business. The cooperatives deal with the constant challenge of the use of soil, water, and seeds. The development of the capacity to work collaboratively contributes to producing according to the environmental regulation to produce more sustainably. Co-op and farmers seek best practices for organic production. Besides all the effort the co-op has, they mention that having support from the government would benefit the business. The cooperatives are aware that if they could have the knowledge and resources facilitated through government partnership could improve their business (BERKES, 2009). Members of poor communities rarely have a word in decisions and often find it difficult to obtain loans (KORTEN, 1980). This case brings a new and different view from the ones quoted by Korten. The cooperative listen to all members of the cooperative regardless of the size of the plantation and the impact on profitability. From the outset, the peasant union has contributed to joint decision-making, including the decision to produce organic vegetables and organic rice. Another study with an organic co-op in Mexico had this decision made by one person (MORALES GALINDO, 2007).

The findings show that the profit decision is collaborative among members. Also, the reinvestment of profits in the social business promotes business growth (YUNUS; MOINGEON; LEHMANN-ORTEGA, 2010). Building on the findings of this study we describe the experience of peasants and history of the fight for land as roots for this social business case. Co-op managers know that farmers have extensive knowledge about planting and land use. They seek to engage peasants in sharing this knowledge. This organizational learning contributes to spreading the knowledge to increase the production of organic products. The group of farmers that exchange knowledge promotes evidence to previous studies on conversations and social modeling on OL studies (CASTANEDA; RIOS, 2007).

According to the results of this study, we describe the experience of peasants and the history of the struggle for land as roots in this case of social affairs. The literature reveals that closer links between farmers, employees and other stakeholders are

essential tools for the transfer of specialized knowledge. Additionally, close relationships are fundamental to the promotion of new learning and new knowledge (INEMEK; MATTHYSSENS, 2013). Farmers have extensive knowledge about planting and land use. When the cooperative promotes the engagement of peasants to share these experiences the knowledge spreads among members and promote new knowledge that helps with the sustainability of the knowledge of co-op. With this, other farmers become able to implement the learning and reuse that learning to develop their business. These actions also enable increased skills of producers, provide innovative thinking and expand the ability to design agricultural solutions to their difficulties while cultivating (AYUYA et al., 2015; DONOVAN; POOLE, 2014). The cooperative validates the knowledge and institutes technical knowledge to ensure that production is successful. The technicians are fundamental to promote knowledge among the cooperative. The technicians blend the scientific knowledge they possess with the farmers' experience to understand the peculiarities of each region and thus react to different situations. Promoting regular meetings, involving all the farmers in the decision-making process and fostering the youth into the business are crucial for the learning culture in this co-op. These findings corroborate with literature that reveals the process of socialization between the use of standard practices and discourses in the expansion of work (POPOVA-NOWAK; CSEH, 2015). The resources that drive social business to success are related to reputation, network and other managerial and corporate resources (ROY; KARNA, 2015). This study contributes to the literature by presenting learning practices as another requisite that can improve the social business and contribute to the success of this kind of entrepreneurship. Recent research indicates that: "social business can scale up through increasing the numbers of customers, members of the business and expands offers and revenues to reach millions of people" (BOCKEN; FIL; PRABHU, 2016). We believe that to scale up is necessary that the social business has an influential learning culture that promotes a routine of collaboration among farmers, as the case study presented.

The research provides insights for social entrepreneurs on the learning practices that seems to be one of the keys for cooperation success. The social business of organic farmers offers several benefits as social (property, infrastructure, education), environmental (banishment of agrochemicals and knowledge on agroecology), and economic (income, subsidies, and investments) ones. This business model can serve as a paradigm for other communities in emerging markets.

From the research point of view, this study presents some limitations. First, a single case may limit the generalization of results. Other studies may address the same research question in several cases. Also, new research could also measure how Organizational Learning affects the financial performance of cooperatives. A better understanding is also needed in this regard.

REFERENCES

- ARGOTE, L.; GREVE, H. R. **A Behavioral Theory of the Firm —40 Years and Counting: Introduction and Impact.** Organization Science, v. 18, n. 3, p. 337–349, 2007.
- ARGOTE, L.; MIRON-SPEKTOR, E. **Organizational Learning: From Experience to Knowledge.** Organization Science, v. 22, n. 5, p. 1123–1137, 2011.
- ARGYRIS, C.; SCHÖN, D. A. **Organizational Learning: A Theory of Action Perspective.** The Journal of Applied Behavioral Science, v. 15, n. 4, p. 542–548, 1978.
- AYUYA, O. I. et al. **Effect of Certified Organic Production Systems on Poverty among Smallholder Farmers: Empirical Evidence from Kenya.** World Development, v. 67, p. 27–37, 2015.
- BERKES, F. **Evolution of co-management: Role of knowledge generation, bridging organizations and social learning.** Journal of Environmental Management, v. 90, n. 5, p. 1692–1702, 2009.
- BOCKEN, N. M. P.; FIL, A.; PRABHU, J. **Scaling up social businesses in developing markets.** Journal of Cleaner Production, v. 139, p. 295–308, 2016.
- BOONS, F.; LÜDEKE-FREUND, F. **Business models for sustainable innovation: State-of-the-art and steps towards a research agenda.** Journal of Cleaner Production, v. 45, p. 9–19, 2013.
- CASTANEDA, D. I.; RIOS, M. F. **From individual learning to organizational learning.** The Electronic Journal of Knowledge Management, v. 5, n. 4, p. 363–372, 2007.
- DAVENPORT, T. H.; PRUSAK, L. **Conhecimento Empresarial: como as organizações gerenciam o seu capital intelectual.** Rio de Janeiro: Campus, 1998. 237p.
- DUBOIS, A.; GADDE, L. **Systematic Combining: an Abductive Pproach To Case Research.** Journal of Business Research, v. 55, p. 553–560, 2002.
- EISENHARDT, K. M. **Building Theories from Case Study Research.** Academic Management Review, v. 0, n. 4, p. 532–550, 1989.
- HILLEBRAND, B.; BIEMANS, W. G. **Links between Internal and External Cooperation in Product Development: An Exploratory Study.** Journal of Product Innovation Management, v. 21, n. 2, p. 110–122, 2004.
- INEMEK, A.; MATTHYSSENS, P. **The impact of buyer-supplier relationships on supplier innovativeness: An empirical study in cross-border supply networks.** Industrial Marketing Management, v. 42, n. 4, p. 580–594, 2013.
- JULIET CORBIN; ANSELM STRAUSS. **Comptes rendus.** Sociologie du Travail, v. 58, n. 4, p. 463–465, 2016.
- KARNANI, A. **Misfortune at the Bottom of the Pyramid.** Greener Management International, n. 51, p. 99–111, 2005.
- KORTEN, D. C. **Community Organization Development : A Learning Process Approach Rural.** Public Administration Review, v. 40, n. 5, p. 480–511, 1980.
- MARCH, J. G.; OLSEN, J. P. **The Uncertainty of the Past: Organizational Learning under ambiguity.** European Journal of Political Research, v. 3, p. 147–171, 1976.
- MICHELINI, L.; FIORENTINO, D. **New business models for creating shared value.** Social Responsibility Journal, v. 8, n. 4, p. 561–577, 2012.

MORALES GALINDO, I. **Regional development through knowledge creation in organic agriculture.** Journal of Knowledge Management, v. 11, n. 5, p. 87–97, 2007.

NIDUMOLU, R.; PRAHALAD, C. K.; RANGASWAMI, M. R. **Why sustainability is now the key driver of innovation.** Harvard business review, 87(9), 56-64. Harvard Business Review, v. 87, n. 9, p. 56–64, 2009.

PETERS, L. D.; PRESSEY, A. D.; JOHNSTON, W. J. **Contagion and learning in business networks.** Industrial Marketing Management, v. 61, p. 43–54, 2017.

POPOVA-NOWAK, I. V.; CSEH, M. **The Meaning of Organizational Learning : A Meta-Paradigm Perspective.** Human Resource Development Review, v.14, p. 299-331, 2015.

ROY, K.; KARNA, A. **Doing social good on a sustainable basis: Competitive advantage of social businesses.** Management Decision, v. 53, n. 6, p. 1355–1374, 2015.

SIGGELKOW, N. **Persuasion with Case Studies** - Siggelkow - S1&2 R1.pdf. Source: The Academy of Management Journal, v. 50, n. 1, p. 20–24, 2007.

YUNUS, M.; MOINGEON, B.; LEHMANN-ORTEGA, L. **Building social business models: Lessons from the grameen experience.** Long Range Planning, v. 43, n. 2–3, p. 308–325, 2010.

SOBRE O ORGANIZADOR

Clayton Robson Moreira da Silva: Professor do Instituto Federal de Educação, Ciência e Tecnologia do Piauí (IFPI). Doutorando em Administração e Controladoria pela Universidade Federal do Ceará (UFC). Mestre em Administração e Controladoria pela Universidade Federal do Ceará (UFC). Possui MBA em Gestão em Finanças, Controladoria e Auditoria pelo Centro Universitário INTA (UNINTA). Bacharel em Ciências Contábeis pela Universidade Estadual Vale do Acaraú (UVA).

ÍNDICE REMISSIVO

A

Accountability 6, 206, 207, 208, 210, 221, 222, 385, 387, 396
Acionista 7, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 320, 321
Administração Pública 6, 83, 188, 196, 207, 208, 211, 213, 220, 221, 222, 223, 224, 225, 226, 233, 234, 238, 240, 241, 253, 259, 260, 267, 306, 351, 385, 386, 387, 388, 390, 391, 392, 393, 395, 396
Agentes Locais de Inovação 5, 1, 3, 8, 9, 17
Alienação de Controle 308

B

Bambu 7, 10, 261, 262, 263, 265, 267, 269, 270, 271
BPM 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45

C

Capital Social 6, 145, 146, 147, 156, 157, 158, 159, 161, 162, 163, 164, 166, 168, 170, 171, 174, 175, 176, 177, 178, 179, 183, 188
Carta de Serviços 6, 10, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234
Carteira de Investimentos 324
Case Study 7, 46, 185, 223, 273, 285, 336, 337, 338, 339, 345, 346, 364
Círculo das Matrizes Epistêmicas 6, 113, 114, 115, 117, 118, 119, 130
Comportamento 68, 83, 383
Consumidor 7, 291, 293, 294, 295, 296, 297, 298, 300, 303, 305, 306, 307, 357
Contabilidade 110, 166, 206, 209, 214, 222, 284, 306, 323, 386, 389, 391, 396, 397
Cooperação Acadêmica 6, 168, 170, 171, 182, 183
Cooperatives 336, 341
Custos 156, 284, 290, 292

E

e-commerce 46, 143, 293, 294, 295, 296, 297, 300, 301, 303, 305, 306
Educação Superior 109, 168, 169, 186
Empoderamento Feminino 84, 86, 87, 92, 94, 111
Empreendedorismo 17, 18, 31, 32, 110, 112, 131, 146, 152, 156
Equidade 6, 96, 102, 109
Estudos Críticos em Administração 49

F

Fundos Imobiliários 324

G

Gestão do Conhecimento 5, 49

Gestão Financeira 273, 286, 287

Gestão Municipal 190

Global Entrepreneurship Monitor (GEM) 5, 18, 19

Globalismo 126, 236, 238, 246, 247

Governança 6, 55, 221, 222, 236, 238, 241, 242, 247, 282, 308, 309, 311, 312, 313, 314, 316, 317, 322, 323, 396

Governança Corporativa 308, 311, 312, 313, 314, 316, 317, 322, 323

I

Incubadora de Empresas 132

Índice de Sharpe 324, 335

Inovação 2, 5, 6, 1, 3, 8, 9, 10, 11, 14, 15, 16, 17, 131, 132, 144, 359, 425, 426, 427, 428, 429

Internacionalização 6, 145, 147, 148, 151, 154, 159, 160, 161, 162, 165, 166, 168, 170, 171, 181, 183, 186, 354, 356, 358

L

Lei de Acesso à Informação 6, 191, 207, 208, 213, 218, 219, 228

Lei de Responsabilidade Fiscal 6, 190, 191, 192, 193, 204, 205, 207, 208, 211, 222

Liderança 5, 8, 58, 59, 60, 61, 62, 64, 66, 67, 102, 110, 111, 353, 365, 382, 383

Liderança Situacional 5, 8, 58, 59, 60, 64, 66, 67, 383

M

Maximização 324

Mercado de Trabalho 6, 99, 108, 109, 112, 369, 371, 383

Mercado Financeiro 308, 322, 323

Micro e Pequenas Empresas 5, 1, 3, 16, 17, 22, 24

Modelagem de Processos 34

Modelo de Internacionalização 6, 145, 151, 165

Mulher 94, 96, 99, 109, 111, 370, 373, 374, 383

N

Neosoberania 236

O

Organic food production 336

Organizational Learning 7, 336, 345, 346, 347

P

Participação 60, 110, 112, 137, 215, 236

Pequena Empresa 17, 49

Pequenas e Médias Empresas 5, 36

Percepção 5, 69, 77, 78, 79, 80, 81, 112

Perfil do Empreendedor Brasileiro 5, 18, 19, 30
Plano de Cargos e Carreira 5, 70, 74, 75, 78, 81
Políticas de Gestão de Pessoas 5, 49
Políticas Públicas 7, 10, 95, 109, 224, 233, 236, 238, 243, 245, 246, 247, 248, 249,
254, 260, 261, 262, 270, 271, 348, 412
Previdência Social 7, 197, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259,
260
Promoção 7, 284, 285, 290
Propriedade Intelectual 131

R

Radar da Inovação 1, 10, 14
Reciclagem 273
Rede de Inovação 131, 132
Retorno 7, 284, 285, 290, 328, 334

S

Satisfação 73, 80, 83, 301, 357, 360, 361
Social Business 7, 338
Sociologia das Ausências 6, 113, 114, 124, 128
Sociologia das Emergências 113, 114, 124, 128
Sustentabilidade 7, 261, 273, 274, 282, 313, 314

T

Tag Along 308, 309, 314, 323
Teoria Crítica Pós-Moderna de Oposição 6, 113, 114, 115, 119, 124, 128
Teoria Uppsala 6, 145, 147, 163, 164
Títulos públicos 324, 326
Transnacionalização 236
Transparência 6, 190, 191, 194, 205, 206, 207, 211, 212, 215, 216, 217, 218, 220, 221,
223, 228, 233, 388, 390

V

Violência Simbólica 5, 9, 84

Agência Brasileira do ISBN
ISBN 978-85-7247-520-4

