

## Introduction

Founded in 2000, the Management Postgraduate Program of PUC Minas (PPGA), in partnership with Fundação Dom Cabral, annually offers PhD, MPhil and Executive Master programs in Management.

Our current research areas are: strategy and innovation; human resource management and labor relations; and international management. International research networks have been formed among our faculty and researchers from a number of international universities, such as Frankfurt (Germany) San José CA (United States), HEC (Canada), EAFIT (Colombia), Griffith (Australia) and ISPU (Mozambique).

The 17 full-time faculty of PPGA hold PhD degrees issued by Brazilian and international universities. They also have experience in teaching, researching and consulting, whose outputs have been published in national and international scientific journals as well as have caught the attention of national press.

Our research projects, which usually involve both researchers and students, have been financially supported by Brazilian government research agencies such as CAPES, CNPq and FAPEMIG, as well as by private corporations.



## Research Line 1 • Strategic Management of People and Labor Relations

The main objective of this research area is to analyze the impacts of policies and practices of human resource management and labor relations on organizations as well as the alignment of policies and practices with the strategy of organizations. It also looks at the interface between labor relations, human resource management and corporate social responsibility. The topics of this research area are:

- Human resource management
- Labour relations
- Labor Relations, Human resource management and the interface with corporate social responsibility
- Quality of working life
- Career, leadership, gender
- Contracting out and management of multiple contractual relationships
- Balance between career and private life
- Participative management
- Compensation systems (wages and benefits)
- Relations with unions

## Research Line 2 • Strategy and Innovation

This research area aims to investigate the impact of the strategies and marketing practices on the performance of organizations. This also studies the processes of formulation and implementation of managerial and technological innovations, describing and explaining their impacts on the organization and society. The topics of this area of research are:

- Interorganizational relationships and business networks
- Competition and cooperation among organizations
- Strategies in different market structures (monopolies, oligopolies, monopsonies, oligopsonies and cartels)
- Application of game theory to strategy
- Business Ethics
- Organizational and technological innovation
- Local productive systems and clusters
- Entrepreneurship and Innovation
- Corporate governance
- Marketing theory
- Retail marketing
- Organizational learning
- Learning and teaching in Business
- Development of quantitative models in strategy

## Research Line 3 • International Management

This area looks at the internationalization processes of firms. It emphasizes alliances, mergers and acquisitions, highlighting the influence of national culture on them. In addition, focuses on the organization and management of companies in multiple cultural contexts. The topics of this research area are:

- Strategic alliances
- National and organizational culture
- Mergers and acquisitions
- Intercultural management
- Internationalization
- Subsidiary role development



## Research Activities

The faculty and students are linked to at least one of the following research groups:

### **Studies and Research in Retail Marketing**

Coordinator: Prof. Dalton Jorge Teixeira (Ph.D.)

It conducts studies in marketing, with emphasis on retail and services.

E-mail: [dajorge@pucminas.br](mailto:dajorge@pucminas.br)

### **Center for Studies in Strategy, Marketing and Innovation – NEMITEC**

Coordinator: Prof. Humberto Elias Garcia Lopes (Ph.D.)

It carries out studies in the areas of business strategy, services marketing and managerial and technological innovation.

E-mail: [pesquisagemitec@yahoo.com.br](mailto:pesquisagemitec@yahoo.com.br)

### **Center for Studies in Human Resources and Labor Relations - NERHURT**

Coordinator: Prof. Antônio Carvalho Neto (Ph.D.)

It deals with policies and practices of human resources and labor relations. Topics of interest: organizational learning; quality of working life; career; leadership; balance between career and private life; participative management; unionism; compensation systems; outsourcing; corporate social responsibility to employees.

E-mail: [carvalhoneto@pucminas.br](mailto:carvalhoneto@pucminas.br)

Website: [http://www.pucminas.br/nerhurt/index\\_padrao.php](http://www.pucminas.br/nerhurt/index_padrao.php)

### **Center for Research in Entrepreneurship and Enterprise Networks - NUPERE**

Coordinator: Prof. Gláucia M. Vasconcellos Vale (Ph.D.)

It investigates the dynamic processes of entrepreneurs and business networks, focusing on the analysis of social relations and collaborative strategies in the creation and development of firms.

E-mail: [galvale@terra.com.br](mailto:galvale@terra.com.br)

[http://www.pucminas.br/mestrado\\_administracao/nupere/index\\_padrao.php](http://www.pucminas.br/mestrado_administracao/nupere/index_padrao.php)

### **Center for Research in Ethics and Social Management - NUPEGS**

Coordinator: Prof. Armindo dos Santos Teodésio (Ph.D.)

It focuses on the areas of corporate social responsibility and business ethics.

E-mail: [teodesio@pucminas.br](mailto:teodesio@pucminas.br)

### **International Networks**

Coordinator: Prof. Sérgio Fernando Loureiro Rezende (Ph.D.)

It conducts studies related to the understanding of phenomena involving business networks in Brazil and abroad.

E-mail: [srezende@pucminas.br](mailto:srezende@pucminas.br)

### **Center for Studies in Knowledge Transfer and Innovation - TRANSFERE**

Coordinator: Prof. José Márcio de Castro (Ph.D.)

It aims to investigate the context, factors and mechanisms related to the transfer of intra and interorganizational knowledge, as well as organizational arrangements such as clusters, networks and technological parks.

E-mail: [josemarcio@pucminas.br](mailto:josemarcio@pucminas.br)

### **Study and Research in Management Education and Teaching Group - GEPEAD**

Coordinator: Prof. Roberto Patrus Pena (Ph.D.)

It focuses on improving teaching and training teachers of higher education. It also carries out research on management education.

E-mail: [robertopatrus@pucminas.br](mailto:robertopatrus@pucminas.br)

## Courses Structure and Duration

For the PhD, the student must attend a total of 50 credits, including 24 in compulsory subjects, 14 optional and 12 related to the preparation of the thesis.

For the Masters degrees (Mphil and Executive Masters) is required that students complete 30 credits, in which 24 refers to subjects and 6 to the preparation of the dissertation. The number of compulsory and optional subjects varies with the option of the student by either the MPhil or Executive Master.

SUBJECTS	PhD	Mphil	Executive Master
Organizational Theory I	Compulsory	Compulsory	Compulsory
Organizational Theory II	Compulsory	Optativa	Compulsory
Methodology and Qualitative Methods	Compulsory	Compulsory	Compulsory
Methodology for Higher Education	Compulsory	Compulsory	Compulsory
Quantitative Methods in Management	Compulsory	Compulsory	Optative
Training in Research	Compulsory	Compulsory	-
Training in Teaching	Compulsory	Compulsory	-
Development of educational materials	Compulsory	Compulsory	-
Human Resource Management - RI1	*Comp/Opt	*Comp/Opt	*Comp/Opt
Contemporary Labor Relations - RI1	*Comp/Opt	*Comp/Opt	*Comp/Opt
Ethics and Corporate Social Responsibility - RI1	*Comp/Opt	*Comp/Opt	*Comp/Opt
Innovation and Entrepreneurship - RL2	*Comp/Opt	*Comp/Opt	*Comp/Opt
Marketing Theory - RL2	*Comp/Opt	*Comp/Opt	*Comp/Opt
Organizational Identity and Reputation - RL2	*Comp/Opt	*Comp/Opt	*Comp/Opt
Strategy in Organizations I - RL2	*Comp/Opt	*Comp/Opt	*Comp/Opt
Strategy in Organizations II - RL2	*Comp/Opt	*Comp/Opt	*Comp/Opt
Internationalization and the Evolution of Multinationals - RL3	*Comp/Opt	*Comp/Opt	*Comp/Opt
Intercultural Management - RI3	*Comp/Opt	*Comp/Opt	*Comp/Opt
Business Economics	Compulsory	Optative	Optative
Epistemology	Compulsory	Optative	Optative
Qualification Seminar	-	Compulsory	Compulsory
Research Project	Compulsory	Compulsory	Compulsory
Thesis Seminar	Compulsory	-	-

\* These subjects can be compulsory or optional depending on the research area chosen by the student.

**RI1:** Research Area — Human Resource Management and Labor Relations;

**RI2:** Research Area — Strategy and Innovation;

**RI3:** Research Area — International Management.

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The offer of compulsory and optional subjects related to each research area will be set by the PPGA Coordination Board annually. It reserves the right not to offer subjects that do not meet the minimum number of participants. The range of subjects may vary with each class.

The Ph.D. program also involves two qualifying examinations. At first, the student is submitted to a written exam related to the compulsory subjects. The second test takes place by the 25th month of the course. Moreover, the student must present the dissertation project to an examining board composed by three members, one of them external to PUC Minas.

The Ph.D. program is completed after the approval of the thesis. The thesis must be defended in an open viva against the objections of a board formed by the thesis advisor, either PPGA or PUC Minas two teachers, and two external members, all holders of the Ph.D. degree.

In addition to these requirements, the student must publish at least four articles with the thesis advisor either in Management journals or conference proceedings.

The MPhil students will have to present the dissertation project to a board consisted of three Ph.D. PPGA teachers in an open viva examination. The viva takes place by the 15th month of the course.

To complete the MPhil students also have an open viva examination. S/he must present the dissertation to a board formed by the dissertation advisor, either a Ph.D. teacher of PPGA or PUC Minas, and a Ph.D external member.

Together with the deposit of the dissertation, the MPhil student must also submit a scientific article written with their advisor for subsequent publication in either Management journals or conferences proceedings.

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## **Deadlines:**

### **PhD**

Minimum 24 months and maximum 48 months.

### **Mphil and Executive Master:**

Minimum 18 months and maximum 24 months.

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# Faculty Members

## **Anderson de Souza Sant'Anna**

Ph.D. in Management at Universidade Federal de Minas Gerais, 2002.

Research Topics: strategic management of people; management skills; quality of life and job stress.

## **Ângela França Versiani**

Ph.D. in Management at Universidade de São Paulo, 2006.

Organizational theory; organizational learning and knowledge; internationalization.

## **Antonio Carvalho Neto**

Ph.D. in Management at Universidade Federal de Minas Gerais, 1999.

Research Topics: human resource management; labor relations; balance between career and private life; managing outsourcing; corporate social responsibility and internal public; compensation systems; challenges of executive careers, unionism.

## **Antonio Carvalho Neto**

Ph.D. in Business Administration at Universidade Federal de Minas Gerais, 1999.

Preferred Areas of expertise: human resource management; labor relations; balance between career and private life; managing outsourcing; corporate social responsibility and internal public; compensation systems; challenges of executive careers.



## **Armindo dos Santos de Sousa Teodósio**

Ph.D. in Management at Fundação Getúlio Vargas, 2008.

Research Topics: third sector; corporate social responsibility; management; environmental management.

## **Betânia Tanure Barros**

Ph.D. in Business University at Brunel University, England, 2002.

Research Topics: intercultural management; organizational and societal culture; management of mergers and acquisitions; quality of life; organizational of change.

## **Dalton Jorge Teixeira**

Ph. D. in Geography/Urban Space at Univesidade do Estado de São Paulo, 2000.

Research Topics: retail marketing; strategic marketing management; marketing theory; epistemology.

## **Glauca Maria Vasconcellos Vale**

Ph.D. in Management at Universidade Federal de Lavras, 2006.

Research Topics: entrepreneurship; organizational networks; business competitiveness and local development (clusters, local production arrangements).

## **Humberto Elias Garcia Lopes**

Ph.D. in Management at Universidade Federal de Minas Gerais, 2001.

Research Topics: competition and cooperation relations in organizational networks; strategies in different market structures; applications of game theory to strategy; development of quantitative models in strategy.

**José Márcio de Castro**

Ph.D. in Management at Universidade de São Paulo, 1999.

Research Topics: organizational and technological innovation; management skills; organizational learning; strategic human resource management.

**Júlio Ferreira de Oliveira**

Ph.D. in Philosophy at Universidade Federal de Minas Gerais, 2002.

Research Topics: epistemology; political economy; Marxist economics.

**Liliane de Oliveira Guimarães**

Ph. D. in Management at Fundação Getúlio Vargas, 2002.

Research Topics: entrepreneurship and innovation, clusters and networks; family business management.

**Patrícia Bernardes**

Ph.D. in Management at Universidade Federal de Minas Gerais, 2003.

Research Topics: corporate governance; business economics; corporate social responsibility.

**Paulo Tarso Vilela de Resende**

Ph.D. in Transport Engineering at University of Illinois, EUA, 1999.

Research Topics: logistics business; supply chain management.

**Roberto Patrus Mundim Pena**

Ph.D. in Philosophy at Universidad Complutense of Madrid, 2004.

Research Topics: ethics and business strategy; corporate social responsibility; corporate sustainability; third sector management; teaching and training in Management.

**Sérgio Fernando Loureiro Rezende**

Ph.D. in Marketing at Lancaster University, England, 2001.

Research Topics: internationalization; interorganizational relationships and business networks; subsidiary role development.

**Simone Costa Nunes**

Ph.D. in Management at Universidade Federal de Minas Gerais, 2007.

Research Topics: human resources, skills, quality of working life.

## Visiting Professors

**Roberto Costa Fachin**

Ph.D. in Humanities, Professor of Politics and Management at Universidade Federal do Rio Grande do Sul, 1977.

Research Topics: organizational change, strategy formation, strategy and organization, management of institutions of higher education, training and executive coaching.

## Academic Infrastructure

### Library and Internet

The University Library has about 550,000 books and 5,000 periodical titles. In addition, all students may use the electronic databases, which covers a wide range of national and international scientific articles.

Site: [http://www.pucminas.br/biblioteca/index\\_padrao.php](http://www.pucminas.br/biblioteca/index_padrao.php)

### Journal edited by PPGA

The PPGA edits the journal Economics and Management (E & G). This journal integrates the QUALIS System, which is a set of procedures to evaluate academic publications conducted by the Brazilian Ministry of Education. Articles from researchers, faculty staff and students of related areas are assessed by blind review and, if approved, published. Access to previously published articles and editorial guidelines can be found in the site:

<http://periodicos.pucminas.br/index.php/economiaegestao>





# GENERAL INFORMATION

## Classes days and dedication hours:

### PhD

#### First year:

Thursdays - 7:00 to 10:30 pm

Fridays - 8:00 to 12:20 am, and 7:00 to 10:30 pm

Saturdays - 8:00 to 12:20 am

#### Next years:

Hours to be defined with the advisor.

### MPhil and Executive Masters

#### First year:

Thursdays - 7:00 to 10:30 pm

Fridays - 8:00 to 12:20 am, and 7:00 to 10:30 pm

Saturdays - 8:00 to 12:20 am

#### Next years:

Hours to be defined with the advisor.

## Credits:

### PhD

38 credits in subjects

12 credits in the thesis

### MPhil and Executive Masters:

24 credits in subjects

6 credits in the dissertation

**ANPAD Test (required only for the MPhil and Executive Masters):** this is an annual test for admission procedures in Management Programs (MPhil and Executive Masters) in Brazil. It is developed and applied by the Brazilian Academy of Management (ANPAD) three times a year (February, June and September). The exams are: Logical Reasoning, Quantitative Reasoning, Portuguese, English and Analytical Reasoning. Further information about the test can be found at [www.anpad.org.br/teste](http://www.anpad.org.br/teste). If the candidate wants to apply to the masters or MPhil degrees it is also necessary to have a bachelor degree recommended by the Brazilian Ministry of Education.



If the candidate wants to apply to the Phd degree it is necessary to have a master degree recommended by the Brazilian Ministry of Education.

**Inscription: October/November of each year**

**Beginning of classes:** every March

### **Conditions for application:**

**Where to apply for the selection process:**

PUC Minas

**Postgraduate Program in Management of PUC Minas**

Av. Itaú, 525 — Redentoristas Building

Bairro Dom Cabral • Belo Horizonte - MG

Phone: +55 (31) 3319 4957 • Fax: (31) 3319 4447

E-mail: [ppga@pucminas.br](mailto:ppga@pucminas.br)

**Announcement available at:**

<http://www.pucminas.br>

Go to: Courses/ Postgraduate / Master´s Degree and Doctorate

Select the link on Postgraduate Program in Management of PUC Minas

## Selection Process for MPhil and Executive Masters

**Step 1:** Applicants will be evaluated based on the scores awarded by the Selection Committee based on the candidate's curriculum vitae and the results of ANPAD test.

**Step 2:** Candidates selected in Step 1 will be interviewed by the selection committee. The interview will focus primarily on career and a preliminary dissertation project.

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## Admission Process for the PhD degree

**The admission process will consist of three steps:**

**a.** In the first step, candidates whose applications were accepted will have their Lattes résumés analyzed. The preliminary project and the scientific publications of the candidates will be evaluated according to the research areas.

**b.** In the second step, candidates will be required to take a proficiency test in two languages, being one of them English. All foreigners candidates will be also required to take a second proficiency test in Portuguese.

**c.** In the third step candidates will be interviewed. The preliminary doctoral project will be discussed with the candidate among other criteria set by the selection committee.

**Beginning of Classes:** March of each year.

