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INNOVATION, ADMINISTRATION, ENTREPRENEURSHIP AND ORGANIZATIONAL BEHAVIOR: ANALYSIS OF STRATEGIES FOCUSED ON MICRO AND SMALL BUSINESSES IN THE PARAÍBA VALLEY (MICROREGIONS 1 TO 4)

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Abstract: Entrepreneurship, Innovation and MSEs or Micro and Small Companies are the themes of this article, subjects already worked on in recent years by the authors. “Entrepreneurship” refers to the search for new opportunities through innovation and creativity, therefore, undertaking how to do something new and different within a market, a company or for society. “Innovation” occurs in the face of managing the component activities of a process of creation, development and improvement of ideas, technologies, manufacturing and marketing of products, manufacturing processes or equipment. “MSEs” are responsible for most of the formal jobs generated in the Brazilian private sector, where about 10 million of them in Brazil are responsible for approximately 30% of the national GDP. Taking into account that: a) Administration (Management Techniques) and Organizational Behavior (and its various formative elements) are “necessary knowledge” for the beginning or resumption of managers in their undertakings towards the objectives and post-pandemic success and, b) That Entrepreneurship and Innovation go together in the sense of representing pillars for the aforementioned creation, resumption and survival of MSEs, this research aims to elaborate, make available and take advantage of the content of the themes for the interested community (through training, lectures, courses and material instructional), since, in the face of field research (2019-2022), these subjects were considered missing and necessary by several microentrepreneurs. Continuing the research, the authors used mainly the bibliographic, documentary and field methods where, it was intended to collaborate with managers, providing instructional material and training in the Administrative and Behavioral field. It was hoped and achieved, therefore, as a result, to continue the work of generating instruction

for MSEs to eat to start or continue in the best possible way in their activities in the Valeparaibana region and adjacent areas.

Keywords: Organizational Behavior, Entrepreneurship, Strategies, Innovation, MSEs.

INTRODUCTION

In the business world, the term “Entrepreneurship” refers to the search for new opportunities through innovation and creativity, so researching the *undertaking* “how to do something new and different” within a market, a company or for society (HISRICH; PETERS; SHEPHERD, 2014), this is exactly one of the proposals that this research provides for those interested, and this is also the main objective of this research (and previous ones) for the “Faculdade de Tecnologia de Guaratinguetá” (FATEC GUARATINGUETÁ, 2022) and for the Paula Souza Center (CPS, 2022), the authors’ home institution.

“Innovation” occurs in the face of managing the component activities of a process of creation, development and improvement of ideas, technologies, manufacturing and marketing of products, manufacturing processes or equipment. It is an “essential factor” for regional, state or national economic growth (TROTT, 2012; DAFT, 2017). This way, the continuation of a research addressing the topics of innovation again becomes necessary. Despite the large number of entrepreneurs in Brazil (over 35 million in 2020), more than 60% of them are small informal entrepreneurs. Challenges such as creating better conditions for these managers, especially women and young people, need to be overcome (OTTO; DE CASTRO VIEIRA, 2020), as proposed by this research (since several young people and women responded to previous surveys stating that they needed help with the focal themes of this one).

So and, “again”, the main theme of this research concerns the rescue and survival of Micro and Small Companies or MSEs (mainly, due to the pandemic caused by the Coronavirus - COVID-19) in the State of São Paulo, but with a focus on the Vale from Paraíba. “MSEs” are responsible for most of the formal jobs generated in the Brazilian private sector (DORNELAS, 2016). There are about 10 million of them in Brazil, accounting for approximately 30% of the national GDP, which has been increasing over the years (DAFT, 2017).

This study was organized according to the results of previous research by the authors (who work as researchers in Full Day Regime - RJI), computed between the years 2020-2021 and which report that more than 800 (eight hundred) thousand MSEs or micros and small businesses closed their doors, mainly in the first half of 2020. There are already more than 12 million employees laid off due to the economic effects of the pandemic (SEBRAE, 2022). However, due to the efforts to contain the disease, the same results report a small “resumption” of these micro-entrepreneurs and entrepreneurs (managers) to their businesses, requiring these, instructions to follow towards their objectives (this instruction, appropriate and possible for authors, their students and teaching partners).

Besides, according to previous research in RJI, topics cited as important and necessary for the “preparation of managers” for the post-pandemic resumption of business involve: general management and organizational behavior, disciplines worked on at FATECs, ETECs (technical schools) of the CPS and, domain of the authors of this research. So, studying and applying Organizational Behavior allows managers to be aware of the profile of people and their teams and, with this detailed view of employees, it is possible to identify and resolve potential points of conflict

(LIMONGI-FRANÇA, 2006; ROBBINS; JUDGE, 2020). It is a way of studying and analyzing the behavior of employees, with the aim of seeking a diagnosis and understanding of the development needs of people, teams and the organization as a whole, in addition to finding solutions for the most varied situations that occur within the organization, such as new strategies, culture, climate, changes, motivation, etc. (CHIAVENATO, 2020; ROBBINS; JUDGE, 2020).

Studying and applying Organizational Behavior also brings great benefits, such as anticipating future individual or collective problems within the company, creating effective plans and strategies; the creation of material and/or instruction to better prepare the manager (one of his specific objectives) for the particularities and individualities of the team; increased understanding of interpersonal relationships; improved communication between teams and departments; helps in developing the emotional intelligence of individuals and teams; improvement in the adaptive capacity of those involved; increased employee motivation and engagement; decrease in dissatisfaction among employees and other stakeholders (WAGNER; HOLLENBECK, 2009; CHIAVENATO, 2020). Thus, previous research (as well as derived publications) also validate that the study of Organizational Behavior (and its various formative elements) is a “necessary knowledge” for the resumption of managers and their undertakings towards the objectives and success (LIMONGI-FRANÇA, 2006; ROBBINS; JUDGE, 2020).

Finally, the “Research Problem” to be declared in this article is: LACK OF INSTRUCTION AND/OR TRAINING FOR MANAGERS OF MICRO AND SMALL COMPANIES IN THE PARAÍBA VALLEY. For this, instruction and training materials can be developed in the CPS ETECs and

FATECs. Thus, as a methodology, it is intended to develop Applied, Bibliographic, Field, Descriptive, Documental, Exploratory and Multiple Case Studies research. With the methods, the objective is to continue the previous services to MSEs in the Paraíba Valley, serving mainly the Sub-regions - SR or Micro-regions 1, 2, 3, and 4 (SR1 - Caçapava, Igaratá, Jacareí, Jambeiro, Monteiro Lobato, Paraibuna, Santa Branca and São José dos Campos; SR2 - Campos do Jordão, Lagoinha, Natividade da Serra, Pindamonhangaba, Redenção da Serra, Santo Antônio do Pinhal, São Bento do Sapucaí, São Luiz do Paraitinga, Taubaté and Tremembé; SR3 - Aparecida, Cachoeira Paulista, Canas, Cunha, Guaratinguetá, Lorena, Piquete, Potim and Roseira; SR4 - Arapeí, Areias, Bananal, Cruzeiro, Lavrinhas, Queluz, São José do Barreiro and Silveiras).

Also, taking into account that Entrepreneurship and Innovation go together in the sense of representing pillars for the aforementioned creation, resumption and survival of MSEs and; that Organizational Behavior has several subjects and strategies that can help the manager; and, what difficulties with matters related to management and organizational behavior such as leadership, motivation, climate, culture, changes, etc. (GADELHA *et al.*, 2019; OTTO; DE CASTRO VIEIRA, 2020) were identified in the previous research, this article aimed to make available and take advantage of all the content of these disciplines worked on in the FATECs and ETECs, directing it to the community that (by consultation/questionnaire) they were lacking and in need of information and/or training.

The working hypothesis is: Since, through identification research, these subjects worked in the classroom, if offered, directed and/or multiplied to these companies and other interested parties in the community, many MSEs can be recovered or started in

their process of post-pandemic recovery, considering that, every six months, the contents of the disciplines (General Management and Organizational Behavior) are updated and that, at the end of the course, various contents are prepared (articles, videos and reviews) monitored and guided by professors. This generated content then becomes powerful and rich instructional material.

Thus, also in view of the involvement and collaboration of students, alumni, professors and partner institutions, it was hoped and managed to direct, multiply and broadly collaborate with the needs pointed out by MSEs and participating people.

THEORETICAL FRAMEWORK

In this section, some of the important and recent concepts on the main themes of this article are presented, such as innovation, administration, entrepreneurship, organizational behavior, strategies and, finally, micro and small companies.

INNOVATION

The need to innovate and/or to do something different from other people originates from the human being's search for survival, and it was in Olduvai, Tanzania, African continent, where it was noticed, for the first time, the place (where theorists) of the emergence of the ancestors of the human race and of the first records of creativity. In this place, aspects of innovation were found with the development of artifacts or support tools in the search for food, the main challenge of the time (ROBERTS, 2001; LÓPEZ-RUIZ, 2007).

The action of innovating is considered a fundamental factor for the growth and increase in the performance of the areas of the companies. The literature presents several concepts of innovation, however, some of the main theoretical concepts of innovation

are multiplied by several works and authors, including Leite (2022), defines innovation as an invention that has reached the market insertion phase in the case of a new product and, if the invention refers to a new process, the innovation will occur during the phase of its first use. The invention is then an original solution to a need or desire. The author also emphasizes that the idea she is referring to is not to repress current processes based on new actions in the markets, but to support ideas and take them forward to the point of producing impact.

Ferreira, Pugas and Da Silva (2016) also propose its definition, treating innovation as something comprehensive, going beyond novelty or invention. Innovation is divided into phases, as follows: the first phase is invention, present since the beginning of civilization; the second phase is dissemination, common in globalized markets, being founded by the production and outsourcing of consumer products, and also; a third phase, arising from the strategy for the economic sustainability of organizations, instigated by the emerging knowledge after the globalization of the economy and an alternative to keep up with the speed of demand for new products.

Since the dissemination and multiplication of markets and, with the economy supported by production and outsourcing, several studies have identified, defined and understood the innovative processes that, for a long time, were understood as the foundations of the competitive economy. These studies showed the competitive business success dependent on this influential innovation management that proposed several factors that are aligned with these processes (ROSSETTI; MORALES, 2007; DI BENEDETTO, 2012).

Innovation is also declared as a need capable of igniting the desire for change, and to reinvent itself, being considered a matter

of survival, since technological and market infrequencies cause rapid and significant changes in the socioeconomic and cultural mix, which forces organizations to adapt, thus, those who are not adapted to this new scenario must prepare, then, for a gradual or immediate outcome (RODRIGUEZ Y RODRIGUEZ, 2005).

In the age of knowledge, innovating is a way of taking advantage of creative moments, often making use of pre-existing knowledge that, together with other small pieces of knowledge, are capable of assimilating new skills and new solutions, this process involves a cycle that comprises take advantage of development, production, and all possible interactions and feedbacks between phases (CARVALHO, SUGANO, 2016).

MANAGEMENT

According to Franco (2021), administration is the act of working with and through people to accomplish the goals of both the organization and its members. For many years, management was considered a parallel activity, just a complement to commanding the general organization, especially the company. It emerged as a science focused on the efficiency of factory workers, at the beginning of the last century, and caused a true revolution in the world of organizations. It involves the entire organization in the broad administrative process of planning, organization, command and control, and subsequently also includes people and social groups as actors and protagonists in the process.

Administration is also for Drucker (2016) a complex area of human knowledge and its use is divided into the most diverse levels and organizational sectors, since each organization has its diverse objectives, branch of activity, leaders, personnel, internal problems and external factors, market, financial situation,

technology, resource base, ideology, business policy, etc. Therefore, management is important for the existence, survival and success of organizations, and everything in management (and its theories) depends on the situation and circumstances.

Each theory teaches discerning what is strategically relevant, how to guide actions, what must be done in each situation or circumstances, and they function as models to be thought about. However, not all administrative theory can be understood as true or absolute, finished or definitive for every business model. It must be constituted and associated with practice, being always subject to constant re-elaboration based on criticism and experience, success or failure. The researched authors present the main administrative approaches and/or theories to be considered later in the discussion or application in a consolidated company.

Classic Approach

According to Daft (2017) and Chiavenato (2020) Scientific Management, initiated by Taylor, was one of the first and most important administrative theories, responsible for consolidating administration as a science. It started as a concrete and immediate experience of the work of workers with an emphasis on tasks. Worked on the best rationalization of workers' tasks, extending to the definition of administration principles applicable to all situations in the company. His contribution to administration is based on the analysis of labor work, on the study of times and movements, on the fragmentation of tasks and on the worker's specializations. It sought to eliminate waste, worker idleness, reduce production costs, wage incentive plans and production bonuses based on standard time and, in the conviction that wages are the only source of motivation for workers. For the same authors (DAFT,

2017; CHIAVENATO, 2020), Henry Fayol, exponent of Classical Theory, points out that every company has six functions: technical functions, related to the production of goods/services; business functions relating to buying, selling and bartering; financial functions, related to capital acquisition/management; security functions, related to the protection/prevention of goods and people; accounting functions, related to inventories, registers, balance sheets, costs and statistics and; administrative functions, which support all of the above. The theory was characterized by the emphasis on the structure that the organization must have to be efficient. It started from the organizational whole and its structure to guarantee efficiency to all the parties involved, be they bodies or people.

Humanistic Approach

According to Maximiano (2017) and Chiavenato (2020), administrative theory undergoes a major change with the arrival of the Humanistic Approach, where the emphasis of studies and actions are focused on people who work or who participate in organizations. With this approach, the concern with the machine, with the work method and with the general organization of the environment are left aside, giving way to the concern with the man, his social group and for the psychological and sociological aspects. In this approach, the Theory of Human Relations had the great merit of breaking, or at least mitigating, the mechanisms present in the Classical Theory. Elton Mayo, researcher and exponent of the theory, explains that the previously given economic incentive was not enough to motivate the worker and that environmental factors such as lighting intensity and temperature, within certain limits, did not prevent the individual from maintaining an

adequate level of production. Thus, in view of the understanding of the need for human relationships, the positive and specific side of individual behavior in groups began to be better understood, which led to a leap towards other theories.

Structuralist Approach

For the authors Bateman and Snell (2012) and Jones and George (2012) the Structuralist Approach emerged with the unfolding of the authors of the Theory of Bureaucracy, which emerged around the 1940s, when Classical and Human Relations theories disputed spaces in the theory management, already showing signs of obsolescence and exhaustion. The Bureaucratic Model was characterized by its legal, formal, rational nature, impersonality, hierarchy, standardized routines and procedures, technical competence and meritocracy, specialization, professionalization and complete predictability of functioning. This way (for the researched authors), bureaucracy presents unforeseen consequences, called dysfunctions, such as internalization of rules and attachment to regulations, formalism and paperwork, resistance to changes, depersonalization of relationships, categorization in the decision-making process, conformism, display of signs of authority, difficulty in customer service and conflicts with the public. Despite all its limitations and restrictions, bureaucracy is still a good alternative for organization, and it is superior to several alternatives attempted throughout the 20th century.

In another movement, as explained by Da Silva (2018) and Chiavenato (2020), Structuralist Theory emerged in the 1950s, interrelating organizations and their external environment, solidifying new concepts for the organization and for the man who composes it, for the organizational man now

plays simultaneous roles in several different organizations. This theory inaugurates studies about the environment, pointing organizations as open systems and in constant interaction with their external context. For the authors, there are 3 types of organizations and powers derived from the theory. a) Coercive whose control is done by rewards and punishments; b) Normative, where control is based on prevailing morals and ethics, and; c) Utilitarian, controlled by economic incentives. The theory is also based on the main beneficiaries of organizations, namely: Mutual Beneficiaries (or the members of the organization themselves), Commercial Interests (owners and shareholders), Service Organizations (customers) and State Organizations (population in general), making it clear that organizations do not “always” function harmoniously, as there are conflicts and organizational dilemmas that cause tensions and antagonisms involving positive and negative aspects. However, this leads the organization to innovation and change, that is, it can even be beneficial for those involved.

Systemic Approach

According to Daft (2017) and Maximiano (2017), the Systems Approach arising from Systems Theory, launched as a result of Bertalanffy's work, spreads across all sciences, notably influencing administration. For the theory, organizations are approached as open systems, because their behavior is probabilistic and not deterministic, organizations are part of a larger society, made up of smaller parts, and there is an interdependence between the parts of organizations. Organizations have borders or limits more or less defined, they have objectives and are characterized by morphogenesis or development of form. Collaborating with the theme, Da Silva (2018) and Chiavenato (2020) expose in

their respective works that Systems Theory brought a fantastic expansion in the view of organizational problems in opposition to the old approaches of the “closed system” and that its character integrative and abstract, added to the possibility of understanding the synergistic effects of the organization are equally surprising and, through it, the vision of the functional man of organizations discourses, mainly on the conception of human nature.

Neoclassical Approach and APO

The Neoclassical Theory integrates all other theories and, according to the authors Daft (2017), Maximiano (2017), this emerged with the exaggerated growth of organizations and, in the face of the dilemma about centralization versus decentralization. Part of the authors’ work focuses on decentralization factors, as well as the advantages and disadvantages that centralization provides. Emphasizes and updates planning, organizing, directing, and controlling functions. Taken together, administrative functions form the administrative process. Agreeing, Jones and George (2012) and Da Silva (2018), the formal organization updated by the theory, presents five basic characteristics, namely: division of labor, specialization, hierarchy, administrative breadth and rationalism of the formal organization and, to meet the these characteristics that change according to the organizations, the formal organization can be structured through three types: linear (unit of command), functional (specialization) and line-staff (combination of the previous two), according to the classic authors and neoclassical.

A fragment of Neoclassical Administration, APO or Administration by Objectives, elaborated by Peter Drucker (2016), emerges from the 1950s, due to the

organizational changes of the time. For Daft (2017) and Chiavenato (2020) each author develops their model and characteristics of APO and, despite some differences, this can be defined as: establishing a set of objectives for each department, between the executive and his superior; interconnection of departmental objectives; preparation of tactical plans and operational plans, with an emphasis on measurement and control; continuous system of evaluation, review and recycling of plans; current leadership participation; intense support from the staff, especially during the first periods.

Behaviorism: Behavioral Theories

According to Maximiano (2017) and Chiavenato (2020), the Behavioral Theory or Behaviorism, represents an unfolding and revision of the Human Relations theory, with which it is shown to be eminently critical and severe, using them as starting points or reference and, formulating them deeply. The Behavioral Theory rejects the naive and romantic conceptions of the theory of human relations, as well as criticizes the classical theory, with authors who see in behaviorism a true antithesis to the theory of formal organization and the rigid/mechanistic position of the classical authors. In theory, for example, it states that companies will become increasingly larger, fluid and, consequently, less controllable by a small group of administrators, and that managing this complexity will only be possible if new management methods are adopted at all levels. company levels. Furthermore, all employees will need to collect, share, and use information, even though all of its qualities are growing at such a rate that no single person or group of people can fully control its production, dissemination, and use. As challenges, the various authors surveyed mention the trust on the part of all members of the company, which

is now considered very important, supported by the development of business skills and, the sum of the management of this complexity and the use of this capacity, which tends to increase both the company's competitiveness and employee satisfaction.

Organizational Development (OD)

Oliveira (2012) and Chiavenato (2020) report that Organizational Development – DO is a modern, democratic and diversified approach, which emerged in 1962 with the aim of facilitating the development of the organization. It is a follow-up to the Behavioral/Behavioral Theory that brings together several authors, however, it is not a properly declared administrative theory. They emphasize change and flexibility in organizations in the face of a new conception of motivational dynamics. With the creation of the National Training Laboratory (NTL) in 1947, and adding the first research on group behavior, a book on T-Groups was published, showing results with Sensitivity training (or laboratory education) and possibilities of its application. Leland Bradford (1905-1981), the coordinator of the book, is considered one of the precursors of the OD movement, which considers, in its theory, diversities of climate, culture and corporate changes, in view of the rapid and unexpected transformations in this environment, the difference and diversity between activities, people and skills (DAFT, 2017; CHIAVENATO, 2020).

Contingency Approach

According to and Drucker (2016) and Maximiano (2017), this Approach has as a basic principle not to consider only the internal and external relations to the organization, being necessary, also, that the organization is ready to adapt to the different situations that these environments present. present. The approach works with conventional elements

of the system, each emerging event and its interrelationships, thus, it is necessary for the administrator to know how to act in the environment to solve problems arising from it. The theory is dynamic and seeks solutions by making actions more flexible, depending on the event that occurred, offering better solutions in the face of situations faced.

According to Oliveira (2012) and Daft (2017), the Theory of Contingency emerged in a structured way in 1972, based on the principle that in companies nothing is absolute, as it is relative and, therefore, depends on something, which is generally uncontrollable by companies., as they are in their environment, which is external and not controllable. It can be said that the Theory of Contingency provided a much broader Approach to the other Theories of Administration. Joan Woodward was the main creator of the Contingency Theory; considered that the most successful companies are those that manage to have interaction, with more ease of their best organizational structure with their basic technologies; but, in reality, the main study of the Theory of Contingency identifies the influence that the organizational structure receives from other administrative instruments such as technology, strategy or external variables, such as scenarios and the market.

ENTREPRENEURSHIP

According to Dornelas (2016), entrepreneurship intensified in Brazil in the late 1990s and several factors try to explain the interest in the subject, mainly in the United States, the country where the term *entrepreneurship was coined*, known and referenced for many years, not being, therefore, something new or unknown.

For Hisrich, Peters and Shepherd (2014) and Dornelas (2016), the period of formation of capitalism (and the sharp

growth of entrepreneurial activities) occurs concomitantly with the phenomenon of the Industrial Revolution that started in Great Britain in the second half of the 18th century; in France and the United States, from the first years of the 19th century; in Germany, only in the last decades of that same century, a historical moment characterized by the great expansion of commercial, business and manufacturing activities, with the most representative countries of this process assuming the position of “model to be followed”.

Now the enterprising individual binds his existence. Like peddlers, merchants and entrepreneurs, it will generate jobs and income, as well as regional economic development. The entrepreneur is the individual who is positioned at the central point of the economic process in order to balance it, assuming the role of intermediary between the classes of producers and consumers (GERBER, 2014; HISRICHS; PETERS; SHEPHERD, 2014).

This individual would manage the production work, presenting himself as the axis of several relationships that, for Gerber (2014), as a group, these people can be considered as “powerful captains”, that is, men who alone and with great energy and intelligence that could control all organizational processes.

Russel and Clemens (2021) explain in their work that one of the most used definitions of entrepreneurship is the one applied by Schumpeter, where, according to the authors, the entrepreneur is the innovative subject who drives economic and social development through reform or of the revolution in production patterns and, therefore, the development process that is applied, cannot be understood as a simple growth of the economy, but as a phenomenon that presents a circular flow that tends to balance promoting effective and exponential

changes in the structure previously existing. Thus, it is possible to see that there is no single definition for “entrepreneurship”, however, there is a consensus in many languages that the term is widely used when innovation, risk, creativity, organization and wealth are addressed. The fact of knowing entrepreneurship enables the notion of how to better structure companies and how it is possible for a professional to improve as a manager.

According to Brito, Pereira and Linard (2013), in Brazil, entrepreneurship gained strength in the 1920s, with the implementation and development of more than 4,000 (four thousand) industries that were subsidized and protected with government authorization. From this, several renowned companies were founded, such as Grupo Sadia and Grupo Pão de Açúcar and, according to Dornelas (2016), the entrepreneurship movement in Brazil began to take more shape only in the 1990s, when entities such as SEBRAE Brazilian Support Service for Micro and Small Businesses (SEBRAE, 2022) and Softex, Brazilian Society for Software Exportation (SOFTEX, 2022) were created. The same author (DORNELAS, 2016) highlights some actions that also contributed to the growth of entrepreneurship in Brazil: the Softex and GENESIS programs (Generation of New Software, Information and Services Companies) that supported entrepreneurship activities in software, the Brasil Empreendedor program, of the Federal Government, aimed at training more than 6 million entrepreneurs across the country, the EMPRETEC and Jovem Empreendedor programs of SEBRAE (2022).

ORGANIZATIONAL BEHAVIOR: NOTIONS OF CULTURE AND CLIMATE.

It is up to this research to first present the concepts of climate and organizational culture,

as well as to establish the difference between the concepts for proper interpretation and understanding. According to Chiavenato (2020), the Organizational Climate is the quality of the psychological environment of an organization. It can be positive and favorable when it is receptive and pleasant, or negative and unfavorable when it is cold and unpleasant. Robbins and Judge (2020), on the organizational environment and its strengths, state that it is the environment of an organization that is composed of the institutions or forces that have the potential to affect performance. They typically include suppliers, customers, competitors, government regulatory agencies, public opinion groups, and others. The organizational behavior and the respective structure of an organization is affected by its environment due to the uncertainties of that environment.

Also, considering the work of Wagner and Hollenbeck (2009) on Organizational Behavior, it can be said that the Organizational Climate is characterized and conceptualized as the environment of the organization in its daily life, involving and influencing the psychological of all and, normally, is directly related to the performance of employees, since it can be positive or negative. In this sense, the organization is a human and complex system, with its own characteristics typical of its culture and organizational climate. This set of variables must be continuously observed, analyzed and improved so that it results in motivation and productivity (DAFT, 2017).

For Limongi-França (2006), the Organizational Climate is also related to satisfying the needs and desires of employees, as well as the unfolding of the principles and morals of each one in relation to the organization, including structural factors, such as available technology, company policies, internal regulations, unattainable goals set, encouraged behavioral postures and

attitudes, leadership, among others. Studying or understanding the Organizational Climate has proved to be an advantageous strategy tool, which brings companies an overview of the environment as a whole, being able to show negative and positive aspects through employees and from there, create and plan improvement strategies with the end of greater and better productivity (WAGNER; HOLLENBECK, 2009).

Thus, in agreement, clarifies Daft (2017) about the organizational climate being the quality or property of the organizational environment that is perceived or experienced by the participants of the organization and that influences their behavior. The organizational environment has certain properties that can cause motivation for certain behaviors (DAFT, 2017). And when talking about behavior, one also thinks about the way individuals and groups behave and their conduct and customs, since behavior reflects the history of the group in which the individual is inserted, his personal history and its culture. Behavioral changes, on the other hand, are related to factors such as experiences, stimuli, new observations, feelings and learning (DORNELAS, 2016; CHIAVENATO, 2020).

As Robbins and Judge (2020) also point out, it must be noted that there is an exchange of influences within the climate of an organization, where employees are influenced at the same time that they also influence, through their behavior, posture and attitudes. This mutual ends up generating the amplification of the occurrence of certain common behaviors, repeated on a daily basis in interactions between everyone, leaving it up to leaders to use this effect as an effective tool to propagate the company's culture, generating greater productivity with higher quality, preventing behaviors hostile, destructive, and unwanted developments

in the organizational environment. An Organizational Climate Survey, or PCO, is essential, as it identifies relevant points of the company, whether strong or weak, as well as internal or external, that are affecting employees both inside and outside the company, generating direct consequences on behavior and often impacting productivity (DAFT, 2017).

Regarding Organizational Culture, Wagner and Hollenbeck (2009), state that most people who work or research the topic agree that Organizational Culture refers to a system of values shared by members that differentiates an organization from others and, that this system is ultimately a set of key characteristics that the organization values. And still in the same interim, Daft (2017) also states that the Organizational Culture represents a common perception maintained by the members of the organization. This became explicit when defining culture as a shared value system. Individuals from different backgrounds and at different levels within the organization must be expected to describe the organizational culture in similar terms.

It must also be stated, based on the work of Limongi-França (2006), that Organizational Culture is “yes” linked to the business strategy, it is related to the set of actions, values and beliefs of the company, defining the way the business will be conducted, its performance. It works as a behavioral and postural guide, directing employees to adopt good practices, desired habits and principles consistent with the organization’s policy and principles. It is also related to motivation, as well as the climate and even extends to strategic planning applied to customer service, as a strong culture is capable of generating motivation in employees, generating better performance, satisfaction and quality (ROBBINS; JUDGE, 2020).

This way, Chiavenato (2020) teaches again that Organizational Culture is the set of habits, beliefs, values and traditions, interactions and social relationships typical of each organization. It represents the traditional and customary way of thinking and doing things that is shared by all members of the organization. In other words, organizational culture represents the informal and unwritten norms that guide the behavior of the organization’s members on a day-to-day basis and that direct their actions towards the achievement of organizational objectives. Every organization has its own corporate culture. The organization’s culture is not static and permanent, but changes over time, depending on internal or external conditions.

Corroborating the theme, Wagner and Hollenbeck (2009) explain that culture performs several functions within an organization: a) it has the role of defining boundaries, that is, it creates distinctions between an organization and others; b) provides a sense of identity to members of the organization; c) facilitates commitment to something greater than individual interests; d) it encourages the stability of the social system. In this understanding, Robbins and Judge (2020) also explain that in a strong culture, the essential values of the organization are intensely attacked and widely shared. The more members accept the core values and the greater their commitment to them, the stronger the culture. Consistent with this definition, a strong culture will have a greater influence on its members’ behavior because of the degree of sharing and intensity, which creates an internal climate of high behavioral control.

Therefore, it is necessary to develop a conscious, compatible and adequate culture for the strategies, plans and expectations generated and established for the future of the company, which results in a challenge to

be achieved by the organization, therefore, the greatest challenge to be achieved is to create a culture that can also include in its values, beliefs and principles the aspirations of employees who come to work in the company, establishing a profile adjusted to what is expected, since the culture of an organization is changeable, and can be transformed with the elapse of time. And in order to generate a strong Organizational Culture, it is important that there are influential collaborators capable of generating in others the appropriate posture and attitudes, necessary and expected from the whole organization (DAFT, 2017).

Finally, according to Limongi-França (2006), on People and Culture Management, consciously developing a company's culture is not easy. It has to do with the consistency with which we generate and meet the expectations created. With the examples we created. With the decisions we make. With the stories we tell. And, mainly, with the people we hire and those we send away. (LIMONGI-FRANÇA, 2006). And, this way, a healthy organizational environment combined with a strong organizational culture promotes high productivity with quality, since employees can dedicate themselves to their tasks and obligations, instead of worrying about external situations or internal misfortunes.

STRATEGY

According to Sobral and Peci (2013), strategy is a concept whose roots go back to ancient Greece, where the word *strategia* meant *the art of being a general*, leading an army and overcoming enemies. It's a word inherited from the Greeks, who used it to designate the art of generals and, according to Aristotle, the aim of strategy is victory. In the field of business administration, strategy have several Meanings, being long term, environment, planning and competition, keywords associated with its main meaning

and, which is also integrated into the decision-making process, being a formalized procedure and articulator of results, a work schedule, as well as a way of thinking about the future (MAXIMIANO, 2015; DAFT, 2017).

Its management results from the set of decisions and actions used to formulate and execute strategies that will provide a competitively superior fit between the organization and the environment, so that the goals organizational may to be hit and, you levels achieved per Is it over there, if distinguish in *Corporate Strategy* : refers to the organization as a whole and the combination of business units and products that comprise it; *Competitive Strategy* : refers to each business unit or product line of the organization and; *Functional Strategy* : deals with the main functional departments of each unity in Business, such like manufacture, marketing and R&D (DORNELAS, 2016; CHIAVENATO, 2020).

For all at organizations, internal or external events occasionally indicate the need to redefine the mission or objectives, or formulate one new strategy, would you like corporate, commercial or functional. *THE Formulation of Strategies* It's The phase in management strategic what includes O planning and the power plug in decision what take to the establishment of goals gives organization and a plan strategic specific. But the *Execution gives strategy* is the strategic management phase that involves the use of managerial and organizational tools to direct resources in order to achieve strategic results (OLIVEIRA, 2012; DAFT, 2017; CHIAVENATO, 2020).

For Ribeiro (2012) strategy is also one of the essential points that companies must think about and analyze. Through it, if well structured, it is possible to bring more profitability to the company, make it more attractive to potential partners and

customers, in addition to having defined and clear goals and objectives for everyone. The author (RIBEIRO, 2012) still defines that the Strategy is the art of planning and putting the plan into action, with the objective of reaching or maintaining relative positions and potentials favorable to future tactical actions on an objective and to look for favorable conditions for achieve specific objectives, that is, it is the general program for achieving the objectives of an organization and, therefore, for the performance of its mission.

And, according to Chiavenato (2020), there is no standard strategy that works for all organizations and/or institutions, and that it is necessary to define and align the profile of your company, and what means and tools are available. And then analyze successful companies and their strategies and finally understand what works best and what similar ideas can bring benefits. The definition of strategy also consists of the use of important instruments for the performance of organizations in the current competitive environment in which they operate, thus, strategic planning is responsible for contextualizing companies in their respective performance scenario (DAFT, 2017). And, as Mc Keown (2019) analyzes, when it comes to strategy, it is important to understand the external and internal environments of an organization and/or institution, thus having an overview of what really impacts this strategy. In the external environment, one can know (for example) the market position and main competitors, and it is also possible to know what the strengths and weaknesses are and, therefore, identify what needs to be improved in the said organization and/or institution. Within the internal environment, where there is more situational control, one of the most important strategic aspects is communication, since the absence of this

or factors such as disagreements between actors/responsible can represent significant losses.

MICRO AND SMALL BUSINESSES (SMALL BUSINESSES) MPES

De Almeida and Werke (2018) pointed out, without their research, the characteristics of small companies, having as essential points relatively unspecialized management, close personal relationships between managers, supervisors, customers and suppliers, lack of access to capital through a market of organized capital and lack of particular strength in buying and selling negotiations, as well as strong integration into the belonging community.

For Filion (1990), most attempts to define a typology of small companies were carried out, not only for tax reasons, but because there was a need to establish identification parameters for these companies, making them eligible to receive benefits offered by the governments. Thus, adopting the parameters established by the author, potential companies can be selected for outsourcing programs or for supplying products and services to the government itself. Leone (1991), also at that time, presented criteria to characterize small and medium-sized companies, pointing out: a) number of employees, quantitative, measurement, economic, social and easy to collect and manipulate criteria that allows observing the absorption of labor work, income level and productivity of the company. With the definition of size by the number of employees, the premise is implicit that the criterion also determines the productivity or value of the industrial transformation; b) sales and/or billing, a quantitative criterion that indicates the financial operational movement of the company and, with the Brazilian Federal Revenue as a partner, combined with the

social capital, aims at the execution of the fiscal policy that results in great support for the segment. Thus, according to Filion (1990), Leone (1991) and SEBRAE (2022), the classification or size among companies is given by the following criterion presented in Table 1.

Classification	Industry	Commerce and Services
Micro	Up to 19	Until 9 am
small	20-99	10-49
Averages	100-499	50-99
Big ones	Above 500	Above 100

Table 1 : Classification Criteria for Size of Companies – Number of Employees.

Source: Adapted from Filion (1990), Leone (2020) and SEBRAE (2022).

And, second otto and In Castro scallop (2020), although gives the amount in entrepreneurs at the Brazil to be big and have Reached virtually 30 millions in people in the last years, you efforts of policies public policies to bring the majority of small businesses into formality have not yet yielded the desired effects. By 2020 more than 60 % of entrepreneurs were still potential entrepreneurs informal. You authors stress what, among others challenges of policies public of country, stand out The creation in best conditions for presence gives woman and of young at the entrepreneurship, so like, create mechanisms in help for keep them like entrepreneurs. So in this decade MSEs assume paper important for at savings locations and regional, Yet Those enterprises usually meet difficulties for survive in the market and achieve good economic performance and close their doors in less than two years (SEBRAE, 2022).

And, still according to SEBRAE (2022) MPEs are responsible for a large part of jobs with signed portfolio generated in the Brazilian private sector. There are about 10

million of them in Brazil, being responsible per about 30% of GDP national, to which comes in growing increase over the years. MSEs are important for the national economy, with majority from them situated principally us sectors like business, industry, services and agroindustry.

MATERIALS AND METHODS

Considering the “Research Problem”: LACK OF INSTRUCTION AND/OR TRAINING FOR MICRO AND SMALL MANAGERS EMPRESAS DO VALE DO PARAÍBA, and what instruction and training materials are developed in the ETECs and FATECs of the CPS, it is intended to develop research: Applied, Bibliographic, Field, Descriptive, Documental, Exploratory and Multiple Case Studies. The sampling considered for the research was the same already worked by the authors in the previous researches (since it is a continuation), that is, 427 (four hundred and twenty companies) cataloged until the submission of this work, distributed among the main municipalities of the Microregions (or Subregions) 1, 2, 3 and 4 of Vale do Paraíba. how it comes to a previous registration, this was updated in view of this new RJI proposal, which followed the same line: entrepreneurship, innovation, MSEs. So, the methodology was composed of the following actions:

COMPARISON OF EXISTING MATERIAL (PREVIOUS SURVEYS) AND ADDITION OF MATERIAL UPDATED

3.1.1 Comparison of accumulated knowledge that, regarding its nature, the research is classified as Applied (MARCONI; LAKATOS, 2021), method assisted by investigation of a problem related to the applicability of scientific knowledge and, which will still be supported by a

bibliographical and/or documentary research, material that, although partially developed recently, will still be complemented and added to other knowledge bases that will still be raised as books, Updated articles and documents (GIL, 2022). Here it is important to mention that in recent years, several works and researches have been carried out, however, many subjects undergo updating (MARTINS, R.; MELLO; TURRIONI, 2014; MARCONI; LAKATOS, 2021) and, with that, the conceptual basis again must be recycled for this proposal.

FACE-TO-FACE ANALYSIS AND DIRECT APPROACH TO PARTICIPANTS

3.2.1 An exploratory field research was elaborated, as well as descriptive (in relation to the objective that it presents itself), since it is intended to describe the characteristics of a population and experience for the study carried out (GIL, 2022);

3.2.2 It was also proposed to work on a declared investigation regarding a certain subject (preparation of material to support MSEs), thus establishing the objectives of observing, recording, analyzing and correlating facts without manipulate them (MARTINS, R.; MELLO; TURRIONI, 2014);

3.2.3 A large part of the work was designed / carried out “in person”, however, some of the researches followed in digital ways and/or by computational tools.

QUESTIONNAIRE APPLICATION FOR BETTER CONTROL AND EASE OF CLOSING (QUALITATIVE METHOD)

3.3.1 The Questionnaire (Figure 1) with or without open and closed questions (qualitative) was mainly composed of the respondent's identification, information about the MSEs under his/her responsibility, the

subject of lack and/or need and how he/ she would like to receive instruction;

3.3.2 Data collection was carried out in person and/or using technological tools, whose purpose is also exploratory (eg *Google Forms* and/or *Survey Monkey*). These, which are designed to obtain data and information on actions, characteristics or opinions about the representative group of the target population (MSEs) and, which greatly facilitate the access and collaboration of the people and institutions to be researched (BITTENCOURT, 2008; ESTRELA, 2018);

3.3.3 The research determines who the participant would be (MSE manager/ entrepreneur) and how the researcher / responsible teacher and collaborators will be able to contribute/collaborate and on what knowledge or subjects (pertaining to Management, Innovation, Behavior, etc.) these managers/entrepreneurs would like to receive instruction;

3.3.4 Considering _ that Descriptive Statistics is the initial stage of data analysis and aims to describe the observed data and, that in its function of description of the data, this one has the attributions of aid in the obtaining, organization, reduction and representation of data and better description of the phenomenon observed (BITTENCOURT, 2008), the data were treated by this technique;

3.3.5 The technique of data collection considered Non- Probabilistic Sampling, since the choice of respondents does not follow a random model. In addition, no there is a statistical representation control of the researched universe in its sample. even with care in categorizing our respondent base and quality in the veracity of answers (BITTENCOURT, 2008);

QUESTIONNAIRE

Research: INNOVATION, ADMINISTRATION, ENTREPRENEURSHIP AND ORGANIZATIONAL BEHAVIOR: ANALYSIS OF STRATEGIES FOCUSED ON MICRO AND SMALL BUSINESSES IN THE PARAÍBA VALLEY (MICROREGIONS 1 TO 4).

Dear participants, this Questionnaire aims to collect information between **MPEs (micro and small business)** that had closure and structure problems due to the effects of the pandemic and/or that are experiencing structural difficulties in maintaining their activities. We realize that your company/city/institution is part of our focus and that you have collaborated with us in previous research. Thus, your answers will help us to compose a map of our current situation. In this way, we anticipate our thanks for the reports.

a) RESPONDENT IDENTIFICATION:

City:

Age:

Genre:

Schooling:

b) INFORMATION ABOUT MPES UNDER YOUR RESPONSIBILITY:

Segment:

Number of employees:

Market Time:

c) SUBJECT(S) OF NEED AND/OR NEED:

d) HOW DO YOU WANT TO RECEIVE INSTRUCTION/MATERIAL:

Figure 1: Elaborated Applied Questionnaire.

Source: Prepared by the Authors.

AS FOR THE MEANS, THE RESEARCH ADOPTED THE MULTIPLE CASE STUDY METHODOLOGY

3.4.1 This aims at the detailed examination of objects, studies contemporary phenomena in real life, has a more open nature, allows for an in-depth analysis of processes and relations between them, aims to answer the questions “how” and “why” certain phenomena occur (MARTINS; MELLO; TURRIONI, 2014);

3.4.2 Presents and explains causal links in interventions in reality that are too complex to be addressed by ‘surveys’, describes the context of the real life in which the intervention took place (YIN, 2001; GIL, 2022);

3.4.3 Descriptively evaluates the intervention carried out and explores situations in which the evaluated interventions do not have clear and specific results (GODOY, 1995; GIL, 2022);

3.4.4 And, even having, in essence, a qualitative character, the Case Studies can also contain quantitative data to clarify some aspect of the issue investigated (YIN, 2001; MARTINS; MELLO; TURRIONI, 2014);

3.4.5 When there is a quantitative analysis, statistical treatment usually does not require to be sophisticated (GODOY, 1995).

RESULTS AND DISCUSSION

Understanding that the work has not yet been fully completed, as (*partial*) results, it was possible, after analyzing strategies aimed at resuming and/or strengthening MSEs in the regions and surroundings of Vale do Paraíba (SP) and, in view of the recognition of respondents’ need (previous surveys in RJ):

- GENERATE, MAKE AVAILABLE AND/OR USE materials and/or content from the disciplines of General Administration and Organizational Behavior, as well as those related to Innovation and Entrepreneurship for

the community, that is, it generated instruction for MSEs to start or continue in the best possible way in their activities;

- PROMOTE HELP to respondents identified by research, meeting their needs/shortages, mainly, in view of the instructional videos generated;
- CONSOLIDATE ACTIVITIES IN RESEARCH GROUPS together with current students, former students and other collaborators, and/or integrating projects with other professors (internal and external);
- DIRECTLY INVOLVE partner professors from other disciplines, courses and other educational institutions, consolidating strategic partnerships/interactions (as has happened since the beginning of the research professor at RJ) and, as an example, in the face of the formal partnership with Prof. Dr. Célio Favoni - FATEC JAHU, also author of this article);
- ENCOURAGE THE PARTICIPATION OF STUDENTS, who will be motivated and rewarded in the disciplines that the research professor teaches, including taking advantage of these students’ research to help the managers/entrepreneurs surveyed;
- PROFESSIONALLY QUALIFY participants/respondents, as well as students, teachers and research professors;
- ADVISE MANAGERS AND/OR ENTREPRENEURS on the implementation of improvements based on processes for the use of natural resources (topic of Organizational Behavior);
- ACHIEVE EXTERNAL RECOGNITION of the CPS institution, its FATECs

and ETECs for the service provided and/or for the publications that bear the institution's name for local, regional, national and even international events;

- PRODUCE PUBLICATIONS in journals and/or annals, presentation at scientific events, publication of books and/or book chapters, texts and articles in newspapers and social media;
- Finally, the authors also understand that the works (SEARCH ADM and Organizational Behavior and, with that, generate instructional material for interested MSE managers) resulted in a SOCIAL RESPONSIBILITY ACTION, since this action refers to a concept which encompasses the voluntary actions of companies and/or institutions that work for the benefit of their public, both internal and external.

CONCLUSIONS

Taking possession of the documents received in the research and analysis carried out, work began on preparing material aimed (mainly) at respondents and other interested parties. Thus, throughout 2022, several emails and messages were prepared (by the research professor) inviting these respondents to participate in the activities promoted by the CPS units (FATECs and ETECs) and other educational institutions, so that they would return to academic life and that they had education with it again.

Although they made face-to-face visits, the authors mainly used social networks to reach these respondents who told their experiences in the research and who, through them, asked for specific assistance.

With this, it was noted that, until now, many of these respondents were already trying the first steps to re-establish their businesses and, therefore, the *feed back* of

the survey had already had a positive effect. Many of them stated that, motivated by the results and information multiplied by the survey, they would promptly participate in new surveys with the same theme and were very grateful for the materials generated and received. At the opportunity of contact, they also reaffirmed their desire to study, and that the ETECs/FATECs were options that would certainly be evaluated, including, in the last semester, some of them became students of the institution.

As the focus of the research was to identify and assist managers and/or entrepreneurs in subjects related to the contents of Administration, Innovation, Entrepreneurship and Organizational Behavior, in research, there were many requests for instruction on these topics, including this article brings the main base concept for the elaborated materials. Thus, a collection of the main subjects that were taken to the classroom by the authors who invited the students to participate was elaborated. Important and necessary topics such as: strategy, synergy, leadership, changes, motivation, administrative theories and behavior were worked on (mainly between July 2021 and December 2022).

So, still with the focus on the objective of the research, on the topics identified as necessary, they were then elaborated, presented by the students, approved and, later, several videos and instructional materials were distributed to the respondents/collaborators of the research (by the options recommended by them as the best means of receipt, that is, email, video conference, WhatsApp and in person). Made in partnership with Fatec Guaratinguetá students, Business, Commercial, Financial and Logistics Management courses (2021/2022), these instructional materials ensured up-to-date information for participants responsible for

MSEs (456 to date), as well as opportunities for assistance, research and practical knowledge to (almost 200) students.

Thus, in view of the above, the authors declare that the objectives set out in the research proposal (even if “partially”) were successfully achieved. They also declare that all activities and actions foreseen in the methodological proposal have been fulfilled.

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