

Rodrigo Bandeira-de-Mello



Contact Information

Merrimack College
Girard School of Business
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Expertise

Research

Competitive strategy, Business-government relationships, Business groups, International business, Emerging Markets.

Teaching

Competitive strategy, Research methods, International strategy, Business cases (Field Work Project).

Academic Appointments

Fall 2016-present: Associate Professor, Management Department, Girard School of Business, Merrimack College.
2011-present: Visiting Professor, Paris-Dauphine University, France.
2009-present: Visiting Professor, Getulio Vargas Foundation (FGV), Brazil.

Previous Appointments

2003-2009: Assistant Professor of Strategic Management, Graduate Program in Management, University of Vale do Itajai, Santa Catarina, Brazil.
2005-2006: Manager in charge of Public-Private Partnership (PPP) projects at the Santa Catarina State's Planning Agency, Brazil.
1994- 1996: Engineering Director of Lotus Construction Ltd., Brazil.
1990-1994: Co-founder and Manager of D'Road Software Ltd, Brazil.

Education

Visiting Scholarship

2014-2015: Massachusetts Institute of Technology (MIT), USA.
2006-2007: University Paris-Dauphine, France.

PhD, MSc. in Strategy (Graduate Program in Industrial Engineering)

1997-2002: Federal University of Santa Catarina, Brazil. Doctoral dissertation: A grounded theory for small firms coping with risk in hostile environments highly influenced by the government.

Visiting doctoral student

2000-2001: The Wharton School, University of Pennsylvania, EUA.

Specialization in Higher Education Didactics

1997: University of Vale do Itajai, Brazil.

B.A., Civil Engineering

1989-1994: Federal University of Ceara, Brazil.

High School

1989: Carrollton High School, Georgia, USA.

Other non-degree courses (Selected):

2014-15: Global Colloquium on Participant-Centered Learning, Harvard University, USA.

Research

Peer Reviewed Articles

(Selected, in English. Publications in Portuguese and French are not shown)

"Financial dimension of internationalization: Serving two masters", with Jeferson Lana, Rosilene Marcon, and Wlamir Xavier, *Corporate Governance: The International Journal of Business in Society*, vol. 17, issue 2, pp. 305-320, 2017.

"Business Games: approaches to the phenomenon, theoretical and methodological perspectives", with Valdete Mrtvi, Fernando Westphal, and Paulo Feldman. *Revista de Administracao Contemporanea*. Vol. 27, issue 2, p.p 19-40, 2017.

"Political strategy and business group growth", with Gama Marina. *Revista de Administracao USP*. Accepted for publication on Jun 28, 2017.

"Business group internationalization: choosing a host country according to institutional distance", with Marina Gama, Jeferson Lana, and Cyntia Calixto, *RBGN Review of Business Management*, Vol. 18, issue 61, pp. 327-347, 2016.

"Unpacking the ambidexterity implementation process in the internationalization of emerging market multinationals", with Maria Tereza Fleury, Carlos Aveline, and Marina Gama, *Journal of Business Research*, vol. 69, issue 6, pp. 2005-2017. 2016.

"What do development banks do? Evidence from Brazil, 2002-2009", with Sergio Lazzarini, Aldo Musacchio, and Rose Marcon, *World Development*, vol. 66, pp. 237-253, 2015.

"Do institutions matter in Latin America?", with David Kallas, Carlos Caldeira, and Rosilene Marcon, *European Business Review*, vol. 27, pp. 124-147, 2015.

"Institutional environment and business group resilience in Brazil", with Wlamir Xavier and Rose Marcon, *Journal of Business Research*, vol. 67, issue 5, pp. 900-907, 2014.

"Managerial action and sensemaking in e-learning implementation in Brazilian business schools", with Angilberto Freitas, *Computers & Education*, vol. 59, issue 4, pp. 1286-1299, 2012.

"Unpacking researchers' creativity and imagination in grounded theorizing: An exemplar from IS research", with Marlei Pozzebon, Maira Petri, and Lionel Garreau, *Information and Organization*, v. 21, issue 4, pp. 177-193, 2011.

Pipeline of Current R&R's (Selected)

"Leveraging the winner: The effect of local elections on corporate political activity outcomes." *R&R, Strategic Management Journal*.

"Minority state ownership as an outcome of political connections in the EMNE", with Fernanda Arreola. *R&R, Management International Review*.

"Typology of Diversified Business Group and the Relationship with Performance and Political Connections" *R&R. Latin America Research Review*.

"The value of a politically connected board in regulated industry", with Jeferson Lana, Marina Gama, and Rosilene Marcon. *R&R. Management and Governance*.

"Allocation of resources and earning quality: does expropriation of minority shareholders exist in politically connected firms?", with Gisele Walzac, Marina Gama, and Rosilene Marcon. *Under review at the European Management Review*.

Pipeline of Current Working Paper's (Selected)

"Disentangling the home country government's channels of influence on resource commitments abroad", with Marina Gama. Presented at the 2017 Annual Meeting of the Strategic Management Society.

"Corruption and MNE Government Dependency: How the Country of Origin Relates to Engagement of Multinational Subsidiaries in Corruption", with Jose Godinez.

"The effect of home country on the lobbying patterns of multinational corporations", with Arnaldo Mauerberg. Accepted for presentation at the 2017 Midwest Political Science Association Annual Meeting.

"Moderating the Message: Politically Connected Boards and Media Coverage", with Marina Gama, Jeferson Lana, Rosilene Marcon. Accepted for presentation at the 2017 EURAM Conference.

Book chapters (Selected)

"The Development of Crisis Leadership during Critical Infrastructure Breakdowns: A Possible Intracrisis Learning Trigger" (with Rodrigo Silveira and Cristiano Cunha), In: *Culture and Air Defense in Brazil*, Rico, Filomena (Eds). Routledge, 2017.

"Doing Research and Publishing on Latin America" (with Alvaro Cuervo-Cazurra et al.), In: *International Business in Latin America: Innovation, geography and internationalization*, Newbury, W. and Gonzalez-Perez, M. (Eds.) Palgrave Macmillan. 2015.

"Culture and international investment". In: Lawton, T.; Rajwani, T. (Eds.) *The Routledge companion to nonmarket strategy*. Routledge. 2015.

"Politique et Lobbying". In: Denis, J.; Hafsi, T.; Martinet, A.; Tannery, F. *Encyclopédie de la stratégie*. Paris: Editions Vuibert. 2014.

"The importance of nurturing political connections for emerging multinationals: evidence from Brazil" (with Maria Arreola and Rose Marcon). In: Hadjikhani, A. (Author, Editor), Elg, U. (Editor), Ghauri, P. (Editor). (Eds.). *Business, society and politics: multinationals in emerging markets*. Emerald. 2012.

Awards and Honors

2017-Finalist paper, Brazilian Academy of Management, Strategy Division.
2015-Finalist paper, Academy of International Business SE Chapter, USA.
2013-present: Top 3 most productive researchers at FGV (first place in 2015).
2012: Best Paper on Emerging Markets, European International Business Association, Brighton, UK.
2012: Finalist paper, Strategic Management Society Special Conference, Brazil.
2011: Best paper in Accounting, Brazilian Academy of Management Conference, Brazil.
2010: Best division chair, Brazilian Academy of Management Conference, Brazil.
2004: Best conference paper, Brazilian Academy of Management Conference, Brazil.
2002: Best paper in Strategy, Brazilian Academy of Management Conference, Brazil.

Grants and Fellowships

External

2014-2017: Research grant for "the role of the home country government on the internationalization of Latin American multinationals, CNPq National Government Research Agency, Brazil.
2014-2015: "Visiting Scholar Fellowship", Sao Paulo Research Agency (FAPESP), Brazil.

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2008-present: "National Researcher Fellowship", CNPq National Government Research Agency, Brazil.

2008-2011: Research grant for "The effectiveness of corporate political strategies: the relationship between political and economic firm performances", CNPq National Government Research Agency, Brazil.

2006-2007: "Visiting Scholar Fellowship", CAPES National Government Research Agency, Brazil.

2004-2005: Research grant for "Sources of firm performance heterogeneity: the role of capital structure", CNPq National Government Research Agency, Brazil.

2000-2001: "Visiting scholar fellowship", CAPES National Government Research Agency, Brazil.

Internal (Selected)

2017 (summer): Faculty Development Grant, Merrimack College.

2013-2017: Two research projects financed by FGV.

Competitive Conference Participation (selected)

Regular participation at the Academy of Management, Academy of International Business, Strategic Management Society, Strategy and Business Environment Meeting, European International Business Association, the French Association of Strategic Management (AIMS), and the Brazilian Academy of Management.

Selected Presentations:

"Disentangling the home country government's channels of influence on resource commitments abroad", with Marina Gama. 2017 Annual Meeting of the Strategic Management Society Meeting, USA.

"Typology of diversified business groups and their relationship to performance", with Marina Gama. PDW on emerging markets at the 2017 Annual Meeting of Academy of Management, USA.

"Profit quality of companies that donate to election campaigns", with Gisele Walzac, Marina Gama, and Rose Marcon. *2015 Annual Meeting of Academy of Management, Canada.*

"The moderating effect of industry concentration on the relation between institutions and firm performance", with David Kallas, Wlamir Xavier, and Carlos Caldeira. *2015 Annual Meeting of the Academy of International Business Annual Meeting. India.*

"Business group' ownership structure in emerging countries", with Silvio Parodi, Rose Marcon, and Wlamir Xavier. *2013 Annual Meeting of the Academy of International Business Annual Meeting. Turkey.*

"Interaction effects between types of political connections: evidence from Brazil", with Rose Marcon, *2012 Annual Meeting of the Academy of Management, USA.*

"The political driver of emerging multinationals: evidence from Brazil", with Fernanda Arreola and Rose Marcon. *2012 Annual Meeting of the Academy of Management Annual Meeting, USA.*

"The value of business group affiliation for political connections: preferential lending in Brazil", with Rose Marcon. *2011 Annual Meeting of the Academy of Management Annual Meeting, USA.*

Teaching Experience

At the Doctoral Level

2015-2017: Causal Inference in Strategy Research. FGV, Brazil (in Portuguese).

This seminar addresses the tricks of the trade of causal inference in observational studies. Students analyze the existing research in strategy and develop their research project. Topics: potential outcomes and experiments, endogeneity and omitted-variable issues, fixed-effects modelling, instrumental variable regressions, propensity score matching, and regression discontinuity design

2011-2016: Research Methods (45h). FGV SP, Brazil (in Portuguese).

Doctoral seminar for all first year students. Topics: epistemology and research paradigms, defining objectives and research questions, models and hypotheses, basic quantitative designs, writing the research project.

2009-2016: Foundations of Strategy and Competitive Advantage (45h). FGV, Brazil (in Portuguese).

Doctoral seminar for all students in the strategy track. Topics: firm objectives, the concept of competitive advantage, market power, resource-based view, organizational capabilities, and transaction-cost economics.

At MSc. and MBA Level:

2016-present: Competition, Innovation, and Strategic Advantage (60h). Merrimack College.

2012-present: Competitive Strategy (24h). International MBA, University Lyon III, France.

2012-present: *Les relations des entreprises avec les Etats et les collectivités: Les avantages compétitifs non-marchand* (24h). Paris Dauphine, France (in French).

2011-present: *Stratégie des entreprises de l'Amérique latine : Enjeux politiques et défis économiques* (24h). Paris Dauphine, France (in French).

2010-2011: Strategy in Emerging Economies (45h). FGV, Brazil (in English).

2007-2009: Strategy Research: Theory and Methods (45h). Univali, Brazil (in Portuguese).

2005-2009: Grounded Theory Methodology with ATLAS/ti Software (45h). Univali, Brazil (in Portuguese).

2003-2009: Foundations of Strategy Research (45h). Univali, Brazil (in Portuguese). 2003-2005: Quantitative Methods (45h). Univali, Brazil (in Portuguese).

At Undergraduate Level:

2016-present: Strategic Analysis and Decision Making, (60h), Merrimack College.

This capstone, writing-intensive course focuses on how general managers identify, enhance, and sustain competitive advantage to achieve superior business performance. It covers theoretical concept and tools for strategy analysis, which are useful to making decisions about business- and corporate-level strategies.

2013-2016: Political Strategies of Multinationals (30h), FGV, Brazil (in Portuguese).

Elective course in the international management major. Topics: The role of politics in internationalization theory, home and host governments influences on strategic decisions, corporate political activity of MNE, ethic issues, emerging multinationals and development.

2009-2016: Competitive Strategy (60h). FGV, Brazil (in Portuguese).

Capstone course in strategic management. Topics: company's vision, mission and values,

environmental analysis, resources and competences, SWOT matrix, generic strategies, strategy implementation and control.

2009-2016: Business Case Seminars (30h). FGV, Brazil (in Portuguese).

This course is intended to help students to write and solve case studies. The participants produce a real company case and propose feasible solutions. Topics: identifying a problem, data collection, writing the case, leading the case discussion with the team, using cases in job interviews and consulting.

Faculty development:

2003-2016: Invited instructor by several educational institutions in Brazil. Course: Teaching through case studies.

1997-2009: Several courses in Statistics, Finance, and Strategic Planning. Univali, Brazil (in Portuguese).

Executive Education programs:

2003-present: Invited professor by several institutions in Brazil and France. Over 2,000 teaching hours in strategy related courses (Strategy and Strategic Planning, Marketing Strategy, Operations Strategy and Case-Study Field Project).

Previous Teaching Evaluation Reports (Selected)

Graduate level (overall average 4.41/5)

Course	Year	Avg./5
Foundations of Strategy and Competitive Advantage	2009	4.06
	2009	4.39
	2010	4.5
	2011	4.65
	2012	4.77
	2013	4.29
Research Methods	2011	4.71
	2012	4.09
	2013	4.02
	2014	4.11
Research Seminar	2011	4.75
	2013	4.42
	2014	4.54
Strategy in Emerging Markets (Exec MBA)	2011	4.52

Undergraduate level (overall average 4.00 / 5)

Course	Year	Avg./5
Competitive Strategy	2009	4.01
	2009	4.06
	2009	4.77

Business Case Seminars	2013	3.68
	2011	3.93
	2013	3.84
	2012	3.83
Political Strategies of Multinationals	2014	3.71

Executive Education (overall average 8.87 / 10)

Description	Year	Year Average / 10
Teaching Competitive Strategy for executives of companies like Citibank, Itau Bank, Ultra group, Santander, Karman, Petrobras, Mercedes, telecom companies and at the Brazilian chapter of the Young Presidents Organization – YPO/WPO (average of all courses taught in a given year)	2010	8.97
	2011	8.78
	2012	8.67
	2013	9.08

Doing Business in Brazil Program (overall average 4.26 / 5)

Description	Year	Year Average / 5
Teaching in English the course Brazil and Multinationals for executive MBA students from universities like University of Texas at Austin, University of Minnesota, New York University, Northeastern University, CEDEP (Insead), HEC Paris, ESCP, and University of Sidney. (average of all courses taught in a given year)	2010	3.85
	2011	4.37
	2012	4.15
	2013	4.65

Invited Presentations

(Selected, in English)

2017: Moderator of the Panel “The Future of Business and Government Relationship in Brazil” at FGV, Sao Paulo, Brazil.

2017: Lecture about Business and Government Relationship in Brazil at the University Paris-Dauphine, France.

2017: Lecture about Strategy in Emerging Markets at the University Lyon III, France.

2017: Lecture about Business and Government Relationship in Brazil at Insper Institute, Sao Paulo, Brazil.

2017: Lecture about Causal Inference in Strategy Research, FGV, Brazil.

2017: Lecture about Using Computers in Qualitative Research, FGV, Brazil.

2015: Two panels about strategy and international business at the European International Business Association.

2015: Plenary session on Competitive Advantage and Measuring Performance at the X Research Workshop on Institutions and Organizations. Rio de Janeiro.

2015: "The Outlook for Brazil 2015-2016". Organized by the investor association Brazil-Today. Boston.

2015: "Business and Politics", Panelist at the Boston College Second Annual Latin American Leadership Conference. Boston.

2012: "Governance and the role of government", Council of Business and Society, a global alliance of business schools.

Student Advising

Supervisions

Two post-doctoral supervisions (Joao Boaventura and Wlamir Xavier). Eight PhD supervisions (Valdete Mrtvi, David Kallas, Fernanda Arreola, Elias Junior, Carlos Caldeira, Raimundo Mateco, Ana Graziela, Marina Gama), and three PhD co-supervisions (Silvio Parodi, Wlamir Xavier and Fabio Lazzaroti). Supervision of 16 MSc and 60 undergraduate students.

Committee Participation

Participations in 29 PhD dissertation defense committees, 52 MSc thesis defense committees, and 90 undergraduate final project presentation (requirement to graduate).

Editorial Experience

2015: Co-editor for the special issue "South-South and South-North expansion strategies" with Pervez Ghauri (King's College), Ulrike Mayrhofer (Lyon 3) and Pierre-Xavier Meschi (Aix-Marseille Université). *Revue M@n@gement*.

2010-present: Board member. *Management International*. The journal of the HEC Montréal Business School.

2010-present: Associate editor for Strategy. *Revista de Administração de Empresas*, Brazil.

2004-2005. Chief editor. *Revista Alcance*, Brazil.

Services to Merrimack College

College-wide Governance

Fall 2017:

Member of the Internal Review Board Committee.

Member of the Honors Program Committee.

Spring-Summer 2017:

Member of the Honors Program Committee.

Talk at Writer's House, Five Minutes and a Mic.

Faculty Judge for the "Great Ideas Entrepreneurship Contest".

Attendance to the Tolle Ledge Reception.

Attendance to the Commencement Ceremony.

Attendance to Faculty senate meetings.

Fall 2016:

Member of the Honors Program Committee.

Attendance to Faculty senate meetings.

Girard School-wide Activities

Fall 2017:

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Participation as instructor in two mock classes at the Academic Preview Day.

Spring-Summer 2017:

Participation in 2 (two) Open Houses, Admitted Student Day, in February and April.

Co-developer of the guidelines for the Business Minor for Scientists and Engineers (with Valerie Bell).

Co-developer of the guidelines of the renewed Global Business Concentration (with Valerie Bell and Jose Godinez).

Fall 2016:

Participation as instructor of a mock class at the Academic Preview Day in October.

Participation in the Meet & Greet Lunch at the Academic Preview Day in October.

Interview of 4 candidates to tenure-track positions in several departments.

Attendance to 4 brown-bag research presentations of candidates to tenure-track positions in several departments.

Co-developer of the guidelines for the Business Minor for Scientists and Engineers (with Valerie Bell).

Co-developer of the guidelines of the renewed Global Business Concentration (with Valerie Bell and Jose Godinez).

Department-wide Activities

Fall 2016-present:

Currently, serving as advisor for 27 undergraduate students.

Services to Professional Community

At FGV

2015-2016: Deputy Coordinator of the Center for International Competitiveness

2009-2014: Head of the strategy group at the doctoral program

2012-2014: Head of the International Business Research Forum.

2011-2013: Director of the Doing Business in Brazil Program.

At other institutions

Reviewer for several journals, including Journal of Management Studies, Journal of Business Research, International Business Review, and European Management Review.

2013-2014: Director for International Relations, Brazilian Academy of Management.

2014: Program Committee, Academy of International Business Latin American Chapter, Medellin, Colombia.

2013: Track Chair: Developing-Country Multinationals. Annual Meeting of the Academy of International Business (AIB), Istanbul, Turkey.

2013: Program Committee, Iberoamerican Academy of Management, São Paulo, Brazil.

2011-2012: Chair of the Strategy Division, Brazilian Academy of Management.

2011-2012: Member of the Scientific committee of *the Association Internationale de Management Stratégique* (AIMS), France.

2009-2010: Chair of the Research Methods Division, Brazilian Academy of Management.

Additional Information

Read, speak and write in English, French, and Portuguese (mother language).

Brazilian National.

Foreign living experiences in the USA (Georgia, Pennsylvania, and Massachusetts), and France (Paris).

