



Editorial  
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*Dear RAUSP Management Journal readers,*

This issue, the third of the year, presents ten articles. In the **ThinkBox** section, we have an invited paper written by Anna Grandori, from Bocconi University. She discusses the extension of the idea of reconceptualizing the firm as a democratic institution, pointing out that firms' democratic governance could lead them not only to efficiency but also to innovation.

In the Human Resources & Organizations area, there are two papers. The first is Cultural intelligence, cross-cultural adaptation and expatriate performance: a study with expatriates living in Brazil, by Inácia Maria Nunes, Bruno Felix and Lorene Alexandre Prates. The authors investigate the relationship between cultural intelligence, cross-cultural adaptation and expatriates performance, through a survey with 217 expatriates living in Brazil, coming from 26 countries.

The second is **What is the social gain from competency management? The employees' perception at a Brazilian public university**, by Guilherme Busch Rocha, Claudia Souza Passador and Gilberto Tadeu Shinyashiki. The research is also quantitative, with a survey of 422 employees, and investigates the elements that influence the employees' perception of social gain within an organization that has adopted the competency management model.

The article **Shopping the way to my goals: an analysis of purchase impact on perceived goal progress**, whose authors are Manuela Albornoz Gonçalves, Walter Nique and Dilney Albornoz Gonçalves, is from the **Marketing** area. The paper examined the impact of goal related purchases on goal progress perception, and whether this perception depends on the strength of the association between product and goal. By conducting three experiments in an online setting, consumers were asked how they perceive the act of purchasing goal-related products.

Within the **Information Technology** area, the article **A study on the impact of non-operational mechanisms on the effectiveness of public IT governance**, by Leonel Cerqueira Santos and Carlos Denner dos Santos Jr., proposes an analysis of non-operational mechanisms that can impact the effectiveness of information technology (IT) governance in the Brazilian

public administration. The quantitative research was done through a questionnaire sent to IT managers and experienced professionals in the area of IT governance, who work in public organizations.

The **Finance and Accounting** area is represented by the paper **Intellectual capital in mergers and acquisitions: a case study in a world-class financial institution**, by Ricardo Vinícius Dias Jordão, Victor Luiz Teixeira Melo, Frederico Cesar Mafra Pereira and Rodrigo Baroni de Carvalho. The authors used both qualitative and quantitative case studies, in a descriptive approach. Based on interviews (formal and informal) and questionnaires applied to 225 top managers (directors, superintendents, regional managers and commercial managers) from two banks, the authors analyzed the implications of the merger between Itaú and Unibanco banks on the Intellectual Capital (IC) of the resulting Itaú Unibanco S/A Bank.

In the **Education, Research & Academic Production** area, we present the article **Financial education level of high school students and its economic reflections**. Its authors are Cristian Baú Dal Magro, Marcello Christiano Gorla, Tarcísio Pedro da Silva and Wilson Toshiro Nakamura. The paper aimed to determine the level of financial education of high school students from public schools, according to individual, demographic and social aspects, through a survey of 4698 students from 14 public schools in the south of Brazil.

In the **Strategy & Business Economics** section, we present two articles. The first is **Another Driver of the Brazilian Fuel Ethanol Supply Chain: The Consumers' Preferences**, written by Giuliana Isabella, Abraham Sin Oih Yu, Adriana Maniçoba da Silva and Ana Lucia Pegetti, which explores the causes for setbacks in the Brazilian ethanol supply chain. The paper aims to demonstrate how ethanol supply chain stakeholders perceive consumers' preferences and compare them to the factors considered by Brazilian flexible-fuel vehicles' drivers when choosing between gasoline and ethanol.

The second paper is **On the relationship between antitrust and strategy: Taking steps and thinking ahead**, by Guilherme Fowler de Avila Monteiro. It examines the role that strategic analysis has played on antitrust and discusses new analytical

venues, using a review of the current debate between antitrust and strategy, and an approach to antitrust based on the resource-based view.

The last two papers are from the **Entrepreneurship** area. The first, **Entrepreneurial orientation and religion: the Pastor as an entrepreneur**, by Victor Silva Corrêa, Gláucia Maria Vasconcelos Vale and Marina de Almeida Cruz, discusses the changes in Brazilian religious composition, with the rapid expansion of Evangelical communities. Through a qualitative research, the authors used the theoretical framework of entrepreneurial orientation (EO) as the basis for their analyses.

The second, *Are similar ones different? Determinant characteristics of management tool usage within companies sharing the same institutional environment*, whose authors are Franciele do Prado, Márcia Maria dos Santos Bortolucci Espejo, Fernando Antonio Prado Gimenez and Reinaldo Rodrigues Camacho, examines if entrepreneurs' psychological characteristics could influence management practices and the performance of

companies sharing the same institutional environment. From a quantitative perspective, 121 firms from the clothing industry established in a local productive arrangement (LPA) were studied.

We wish you to enjoy this edition. We also remind you that to celebrate the **70th anniversary of RAUSP Management Journal** there will be a two-day event at our school on July 10th and 11th. Tributes to people who worked for the journal, lectures by Brazilian and international scholars and a one-day workshop on how to write and revise top quality papers are part of this celebration event, and you are invited to be part of it. Further details can be found at our website.

Good reading!

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