

## **DAS LUZES FRANCESAS AO PÔR DO SOL NORDESTINO NA TRAJETÓRIA DE UM EMPREENDEDOR SOCIAL**

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### **RESUMO**

Este caso de ensino relata a trajetória de um cidadão francês, professor, pesquisador e empresário que encontrou no Brasil a possibilidade de desenvolver comportamentos estratégicos de natureza social empreendedora. As informações foram coletadas por meio de entrevistas com o empresário e dois familiares. É possível entender que a dedicação de um professor com visão empreendedora contribua para o avanço educacional e como professor um exemplo de ser humano querendo o melhor para sua localidade. O estudo do caso abre novas discussões sobre os fatores individuais e ambientais que determinam a tomada de decisão do empreendedor, possibilitando às localidades marginalizadas a oportunidade de promover o empreendedorismo in loco e criar novas metodologias de ensino, direcionadas à formação de pessoas que possuem potencial como empreendedores.

**Palavras-chave:** Estudo de caso. Características Empreendedoras. Topofilia. Empreendedorismo Social. Potenciais empreendedores. Criação de empresas.

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## FROM FRENCH LIGHTS TO THE NORTHEASTERN SUNSET IN THE TRAJECTORY OF A SOCIAL ENTREPRENEUR

### ABSTRACT

This teaching case reports the trajectory of a French citizen, professor, researcher, and entrepreneur who found in Brazil the possibility of developing strategic behaviors of a social entrepreneurial nature. The information was collected through interviews with the entrepreneur and two family members. It is possible to understand that the dedication of a teacher with an entrepreneurial vision contributes to educational advancement, and as a teacher an example of a human being wanting the best for his or her locality. The case study opens new discussions about the individual and environmental factors that determine the entrepreneur's decision making, allowing marginalized localities the opportunity to promote entrepreneurship in loco and create new teaching methodologies, directed at training people who have potential as entrepreneurs.

**Keywords:** Case Study. Characteristics Entrepreneurial. Topofilia. Entrepreneurship Social. Potential entrepreneurs. Business creation.

### Introduction

You can call me José, after all in the last decade I have become a Brazilian equal to the many "José's", who with strength and courage break through the landscapes, the caatinga of the Brazilian semi-arid, as well as its beautiful beaches and mountains. The narrator will be the Professor, Researcher and Entrepreneur José Jacques Neville Leroy, a French citizen with dual citizenship, now Brazilian, with blood and sweat of Nordeste "goat of the plague", that looks at the night of full moon and already knows recognize as will be the behavior of the tide, the abundance of the fisherman's net and the incidence of algae coloring the blue-green of the sea the next day.

I was born in 1960 in the city of Grenoble, where one of the largest university centers in France is situated, surrounded by mountains, large resorts, ski resorts and one of the most famous museums in France. Firstborn of a family of doctors, with behaviors, customs and "fidalguia" of the French upper class, I was raised together with two more brothers.

In the early 1980s, under the eyes of revulsion from my family and many friends, I graduated in geography at the Université Joseph Fourier (UJF), the same one that housed my parents' dreams of training their three children in medicine.

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To minimize family disappointment, I did master's, doctorate and postdoctoral studies. I was not the doctor of family dreams, as are my two brothers, but I became a formator of human beings who embrace their profession not only to succeed, but to contribute to the social and ethical transformation of other individuals.

In the 90's after completing my graduate studies and a research-related career development related to environmental and climatic issues, I started teaching in the geography course at Jean Moulin Lyon 3 University, where I spent 10 years dedicated to seeing and observing the human being and the environment from various angles. The same space where I associated profession and love.

In 1998, I transformed a friendship into a beautiful story of love, dreams, goals and objectives. As in other French customs, we married and had two beautiful children. Professionally I was not the fulfillment of my parents' dreams, but I formed a perfect family in the eyes of the French traditions.

### **The shades of the sovereign forest and the immediate ocean**

My professional life in communion with my ideals brought me to Brazil in 2002, to know its biodiversity, as Barbieiri (2007, p.35) says "the main human wealth is biodiversity." From the French Alps to the greatest biodiversity in the world's rainforest, the Amazon jungle, which with its beauties and charms gave wings to the imagination to a teacher who, for years and years, imagined his life of old age in the beautiful Le Bec-Hellouin. After ten days in Brazil knowing the sovereignty of the Amazon jungle and signing the Interinstitutional Agreement, between the University of Lyon and the University of Amazonas to develop research on eco-innovation, I followed the itinerary of the trip to the Brazilian northeast.

I arrived in Fortaleza with the prospect of knowing its beautiful beaches, but imbued specifically by Jijoca de Jericoacoara in the curiosity to unravel the enigmas that surround the relation lagoon-duna-sea, or rather fauna and flora in that region, that accompanied by different theoretical essays. When analyzing my adventure on the holistic prism of my profession, it was not difficult to understand that my ecological relations were much more outlined among so many natural riches. Unlike many reports disseminated by theory, I could see the existence of an ecosystem still in balance.

Amidst so many discoveries of colors and flavors, he concluded that my mission as professor-researcher had already been fulfilled, it was time to take advantage of my last vacation days on Brazilian soil. Like any tourist, he had already discovered the opportunities

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and challenges of a joyful, sweet and simple culture. Without describing in detail the adventures in the jungle and on the beach, the return in that car "pau-de-arara" that made me reflect the intimate connection between man and the environment, the land of the sun and the city of light. Parti. The time of the clock no longer allowed me to stay, I was sure that I had traced new paths and created foundation that I did not know how to decipher and that my return would be the key to conciliate.

### **The lights do not have the same brightness**

I returned to Grenoble in the middle of the Parisian summer, but my yearnings were not the same as last summer. For similar days I received family, friends and co-workers to talk about the trip, the formalized projects and the greatness of that country and a hospitable people who had welcomed me with such familiarity. I began to work and design the activities that would be developed on Brazilian soil. With the support of technology we exchanged ideas on our Agreement and future partnerships with other research institutions in Brazil and France.

The events, however, led me to disagree with the way in which the partnership between the institutions was being mediated, so I decided to ask for a departure from this project and proceeded with other internal work and the role of teacher-researcher. In 2004, we received in the university a group of Brazilians, thus rekindling the desire to return to Brazil.

At the time I was going through some personal problems that were directly jeopardizing my professional results. The truth is that my life in the last five years oscillated in a frightening way, my fullness as a father and professional no longer had the same vigor of the past. And appropriating the thought of (Friedman, 2010) "I was performing an uncontrolled experience in the only space I had ... my life."

For all this, I decided to resume some contacts with Brazilian teachers, this choice was determined by the desire to return to the country with a professional perspective in my area of activity. He was already determined to apply for leave at university and to return to Brazil for a research season on biodiversity.

After all, since those holidays of 2002, I always carried in my thoughts the harmonization of colors and flavors of that exotic northeastern region: Ceará. The motivation would not only be its biodiversity, the desire to contribute to the preservation of the ecosystem of that region. But as a man of Christian faith, I believed in the meeting of soul, and mine had committed myself to the gods of nature who would one day be the guardian of so much natural wealth.

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However, I still had my parents as mentors, and even in the face of an experience reached by maturity, I still received his teachings as a correct posture to be followed. With the repercussion of my possible professional decisions, there was an aggravation in my conjugal relationship, so we decided that the friendship would remain, however, personal projects would follow different routines.

Life goes on, with a routine of meeting goals in the university and accompanying the professional development of the two children. Another important task is assigned to me, to take care of parents who are old and alone, since the other two brothers have a life dedicated to medicine that limits their time. In 2006, in different months, his parents died, leaving an irreplaceable gap. Therefore, José decided that it would be time to move away from the university and seek to trace new history.

### **From the land of the light to the earth of the sun**

With so many horizons of lights it would be easy to fully expand the mind and soul, but the adult, intellectual and European man found it difficult to decipher his real identity on Tupiniquins land. Thus, on August 12, 2007, he landed on the northeastern soil, in Fortaleza, Ceará, with the right to come and go for three months.

In his present condition, he left behind the proposal of researcher and gave podium to a literate tourist, retired in the land of the sun. He returned to Jericoacoara, still with the look of guardian, but preferred to enjoy the beauties that surrounded his surroundings. As a tourist decided to explore the natural beauties of Brazilian beaches. On a Sunday morning, on the whale's beach, which is 120 km from Fortaleza, as he contemplates the daily life of the Caiçara that survives from the fishery, he observed a child gathering something that was at the edge of the sand, uneasy with that tireless search, resolved approaching, knowing that it was a special type of algae, which would be marketed by a businessman from other regions.

Between his wanderings, another discovery. But the sunlight already makes room for the lightness and beauty of a moonlight, so it's time to leave, not for the desire of body, mind and soul, but for the need to meet the formal requirements of two great nations.

It was three months of formation of links between land, the sea and great people. It was then that José resolved to change his destiny. Instead of going to Europe, he decided to get a better understanding of the source of income from the whale's beach caiçaras: the special algae. The whale beach is 180 km from Fortaleza, where there is a fishing village.

During the three months that he was officially in Brazil as a tourist, he did not engage

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in any economic activity, but that reminder of the child on the shore hung in his thoughts, and the desire to change that reality was greater than his commitment to his homeland.

As an environmental scholar, he soon found a response to the specificity of that type of algae. In the same way that he did not find any resistance on the part of the villagers of the whale village in making that place his Brazilian home.

Like other Europeans, he was irregularly in Brazil, but his passion for land made believing that better days would come. After knowing the commercialization of that natural wealth and gaining the trust of the residents, he decided to mobilize the population and create a cooperative to sell algae, fish, handicrafts and other products that were part of the household income of those families.

The fate went further, that child who aroused José's curiosity eight months ago, became his stepdaughter. José did not return to Grenoble and in 2009, he married Dandara, one of the artisans of the cooperative, forming a family with his stepdaughter Julia. In 2011, born his firstborn Brazilian Jacques Neville da Silva Leroy. From her French life, she keeps the memories of her father, recognizes that her country is very beautiful, but she confesses that Brazilian cuisine, customs and culture in general won her heart.

She maintains a quiet life, manages the cooperative along with the woman, the daughter, together with a group of members. He says he does not miss his land, he misses the smell of snow in late winter, but it goes fast with the smell of fresh fish in the twilight of each day. Indeed, José has real reasons to revere the longing in this way, he manages a joint venture created initially to collaborate with a hospitable people who gave him shelter, but six months later with the support of the community, the fishermen's cooperative became one of the largest seaweed benefits in the region, also providing a continuous source of income for the artisans who previously sold their products in means to tourists and bathers on the shores of the sand.

The opportunity to value the work of caiçaras fills with pleasure, in the same way, citing the changes that occurred after the formation of the cooperative, which currently has more than 200 continuous cooperatives, who expose their work, sell the products, manufacture in the space, empower the actors involved and directly and indirectly change the quality of life of the population that until then had fishing as the only means of survival.

### **What does this have to do with my light?**

As a French citizen, he did not lose the habit of enjoying a good coffee in the late

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afternoon, but for José, the only change was to the landscape of La Rotonde cafe for typical Parisian coffee served under the gaze of the high tides of one of the most beautiful beaches of the state of Ceará. In 2012, there is the opportunity to purchase a hostel on the beautiful beach of Jericoacoara. I confess that as a geographer I manage maps and scales very well. Of course, the cooperative gives me many learning about management, but our business is done more out of love than even by profession.

After a long family conversation, I decided to buy the hostel, because it was an odd opportunity. Therefore, as I specifically got to know the algae, I decided that I would do the same with the knowledge about hospitality. In order not to enter such a lay in this area, I chose to look for SEBRAE to obtain basic information about management of this type of enterprise.

After the purchase was formalized, there was concern about the management of the cooperative, since part of its time would be destined for a new residence. Despite a distance of 190km, I decided to split my time. However, the business was growing in a way that did not have more time to follow the activities of the cooperative. So I decided to hire a manager.

In the meantime, in 2013, a new opportunity arose, buying a space that would be ideal to make a typical Parisian coffee. I did not hesitate to fulfill my dreams and the demand of many clients, besides some neighboring countrymen. This new enterprise led me to the decision to live in Jericoacoara. The administrative activities consumed part of my time, minimizing the nostalgia of my activities in the cooperative, the late afternoons at the whale beach and the "chatter" with the villagers.

Entrepreneurship has become success. In 2014, I received the visit of one of my brothers and his family and one of my children, a fact that motivated the desire to return to my country, especially to introduce my origins to my current family. In 2015 I returned to France to visit the family and introduce the new members. After 30 days of vacation, on my return I noticed that the business worked very well in my absence.

In 2016, I assessed my schedule regarding time with family, friends and neighbors, finding reasons that led me to make the decision to reassume the management in the cooperative and spend only the weekends in Jericoacoara. However, I still sense the absence of the light that illuminates my days on the whale's beach, the fisherman's prose, the solitude of the evening that packs my thoughts, while I wait for Saturday night to meet friends, savor a good wine and play a card

### **The Dilemma**

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By listing the reasons that make my days more joyful, I found different reasons to stay in Vila da Baleia. However, my ventures on Jericoacoara beach are highly competitive for the local market.

In January 2017 the destination, which always presented me with lines and curves and allowing different opportunities for my life, showed me the opportunity to buy a hostel on whale's beach, where the cooperative is located and the social project that I take care of with so much affection. However, José does not have enough capital for new investments. From this point of view, José began to analyze the different possibilities to acquire the new enterprise, with the following dilemmas:

- Should Jose sell one of the developments on Jericoacoara beach and take advantage of the opportunity to buy the hostel in the Whale to be closer to the Cooperative?
- Or should you continue in Jericoacoara, in the management of your ventures, and dedicate the weekends to assist the cooperative in Praia da Baleia?
- Or should you surrender to the charms of Praia da Baleia, moving permanently there, investing in the inn and increasing the business of the cooperative?
- Or should you look for a partner so that you can invest in the Baleia Beach hostel and, thus, have more time to dedicate yourself to the cooperative?



## **NOTES TEACHING**

### **Educational Objectives**

It is expected that the reading, analysis and discussion of the case will guide the students in the following themes and purposes:

1. Take the student to analyze the behavioral aspects that guide the practice of social entrepreneurship.
2. Enable the student to identify topfilic feelings in the intention of entrepreneur, considering the relation place and space.
3. Let the student identify and argue the contribution of the entrepreneurial characteristics in the formation of the social entrepreneur.
4. To provoke the student to find possibilities of decision-making and propose viable solutions to solve the dilemma.

### **Data source**

Because it was a real story, the case was based solely on secondary data. The information was collected through interviews with the entrepreneur and two family members. The names of those involved were preserved, using only surnames as real. Such modifications do not violate the fidelity of the information described by the participants.

## **TOPICS PEDAGOGICAL**

### **Recommended application**

It is suggested that the case be used mainly with the undergraduate students in Administration or related areas, specifically in the disciplines of Entrepreneurship and Decision-making.

### **Dynamics and agenda for discussion of the case**

At this stage the teacher should guide the students to read the case and the bibliographic suggestions in advance. The proposal is that the case be developed over at least 3 hours of class time. Therefore, Table 1 proposes a synthesized agenda for the discussion of the case.

### **Questions for discussion and theoretical analysis of the case**

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At this stage the teacher should divide the class into up to five members, which may vary by size. And following the planning proposed in Table 1, you should present the following questions to be discussed in the group:

CASE STUDIES	THEORETICAL CONTRIBUTION
What behavioral aspects are described in the narrative that guide the practice of social entrepreneurship?	Estivill (2014); Abu-Saifam (2012); Oliveira, 2008; Trivedi and Stokols (2011)
Based on the theoretical arguments about topophilia, what topophilic feelings presented by the entrepreneur that influence in the intention to create a new enterprise?	Tuan, (1980); Lima; Rosa (2013); Silva; Andrade; Priori, (2009); Feuerschutte (2006); Ferreira, 2005); Minello et al. (2011); Rêgo et al. 2013); Valadares et al. (2012)
Considering the propositions of the narrative, what are the entrepreneurial characteristics that are pertinent to a social entrepreneur?	Mcclelland (1971); Dolabela (1999); Pereira, Cordeiro and Batista (2012); Barros, Madruga and Ávila (2012); Ribas (2011); Sousa and Paiva Jr., (2010).
In the light of the conditions described in the case, what are the internal and external aspects guiding the decision-making to resolve the dilemma?	Dittrich (2010); Árabe; Spitzeck (2014); Simon, 1972; Cunha ;Rego (2003); Ansof (1977); Mintzberg et al. (1976); Bazerman; Moore,2010).

Source: Prepared by the authors.

### CASE AND CONNECTION WITH LITERATURE

#### Entrepreneurship Social

Social entrepreneurship works with the impact generated by their actions in society as a whole, particularly in the intervention of the causes of the deprived and marginalized. In Estivill's (2014) conception, social entrepreneurship is an ambiguous and polyvalent theoretical concept, since it does not have conceptually delimited boundaries.

According to Abu-Saifam (2012), social entrepreneurship involves the delivery of a social value to the less privileged through financially independent, autonomous or sustainable businesses.

There are two types of organization: the local intervener and the supporter. According to (OLIVEIRA, 2008) the local intervention organization seeks to execute and improve the technical knowledge that involves management and innovation in the social field. This group represents the operational level, exercising and developing the technical knowledge of management and innovation in the social field and the sustaining organization, among its various actions, can act to regiment, maintain and enable the social entrepreneur (IGLESIAS-SÁNCHEZ; JAMBRINO-MALDONADO; HERAS-PEDROSA, 2019).

Trivedi and Stokols (2011), in turn, argue that the main distinction between social entrepreneurship and entrepreneurship is the existence of the social problem, that is, for the entrepreneurial enterprise, what matters is the economic opportunity, for social entrepreneurs the main point is the socio-environmental problems, that is, the lack of commitment of the

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entrepreneurs to adopt ethical behavior. Thus, what is seen as a growth obstacle for entrepreneurial entrepreneurs, for social entrepreneurs is the great opportunity for change (TRIVEDI; STOKOLS, 2011).

According to Avila et al. (2014) entrepreneurship is considered one of those responsible for economic growth and social development, because the entrepreneur is known for combining efforts to incorporate market to incorporate market practices with human development, proposing human development, proposing solutions to social problems such as combating combat poverty and the incorporation of the excluded to the basic rights of rights of citizenship, assuming an attitude of non-conformism and critical attitude towards the social injustices existing in its region and in the world.

### **Topofilia**

Topography fosters the identification of individuals with the place, creating an affective link that can be stimulated by cultural, architectural, environmental aspects that assume forms and vary a lot of emotional amplitude and intensities, reinforcing local culture (TUAN, 1980).

This emotional entanglement of the individual with the physical place or environment is associated with the symbolic constructions that are instituted from the cultural experiences and values that form the emotional memory and create social representations in the community. It is believed to be the positive feelings we have about a place.

According to Tuan (1980), familiarity and the feature protect the human being from the perplexities of the outside world. Thus, the individual's gaze on their environment creates distinct images and meanings in relation to the memories of the place that one lives. Each individual creates his / her perceptions regarding the place or environment in which it is inserted implying in distinct formation of attributions of meanings that for some are fundamental for the construction of affective memory, while for another individual it is only a space.

To Lima and Rosa (2013), the time lived in a certain place may reflect in each one more or less affectivity by this space. "To live many years in a place can leave in the memory marks that we can or wish to remember; on the other hand, an intense experience of short duration can change our lives "(TUAN, 1980, p. 172). Each place has its own identity, is marked by its peculiarities, by the habit of its inhabitants and / or patrons, forming species of tribes,

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people who have common interests, or affective bonds of proximity and commercial relations between merchant and consumer (SILVA; ANDRADE; PRIORI, 2009).

In Feuerschutte's (2006) view, social relations, individual traits (FERREIRA, 2005) in congruence with personal experiences, habits, practices and cause an ordering in the choice of subjects that decide to undertake.

There is evidence that the behavioral characteristics of the entrepreneur may receive influences from the environment (MINELLO et al., 2011) and in an intense way to change the course of action, causing intense modifications in the initial intentions of the entrepreneur. This ability of the entrepreneur to interact with the environment propagates a series of new values in the social environment, where individual behaviors become essential for the establishment of personal goals (RÊGO et al., 2013)

Valadares et al. (2012) emphasize that the environment is also portrayed as a propitious barn to delineate the formation of the entrepreneurial profile. In addition, the authors affirm that the individual immersed in the environment that stimulates the entrepreneurial action becomes prone to develop an entrepreneurial profile.

### **Characteristics Entrepreneurial**

McClelland (1971) bases the origin of the entrepreneur, pointing out some characteristics of entrepreneurial behavior: pursuit of opportunities and initiative, persistence, commitment, quality and efficiency requirements, calculated risks, goal setting, information search, systematic planning and monitoring, persuasion and networking, independence and self-confidence.

The entrepreneur has the characteristics of initiative, autonomy, self-confidence, need for achievement, perseverance and tenacity to overcome obstacles, ability to devote to work and concentrate efforts to achieve results, commitment: believe what you do (DOLABELA, 1999).

The individual who calls himself an entrepreneur brings to himself attitudinal singularities that come from the transforming spirit, which believes in the possibility of change through his ideas and his ideals (BEHLING; LENZI, 2019).

The characteristics of social entrepreneurs are connected to social problems under the prism of improvement in the communities in which they work, propagating social policies to support those socially suppressed, as well as presenting proposals that consolidate and make

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possible socio-cultural and economic transformations in localities that have partnerships (PEREIRA et al., 2012).

Collectivity is a latent characteristic of the social entrepreneur, since he is always seeking to find a solution to social problems and the lack of community, for solidarity and reciprocity, care for the environment and promotion of dignity. So, unlike the entrepreneurial entrepreneur whose profitability is paramount, social entrepreneurship has as its relevance the result generated by its actions in society, especially in the care of the causes of those less favored by society.

For Roper and Cheney (2005) what differentiates social entrepreneurs from so-called "regular" entrepreneurs is the commitment generated by social motivation independent of interests for financial rewards. Thus, they are people deprived of their own interests and tend to be sensitized to the cause of the other, having as reward only the positive changes generated in the lives of these individuals.

According to Oliveira (2008), social entrepreneurs have common characteristics such as innovative ideas, the perception of opportunities and the position of taking risks. The motivation of their efforts is generated, first and foremost, by the vision of the impact of their work on improving people's lives. It is also highlighted the practical meaning of these individuals, placed as accustomed to solve concrete problems (FERREIRA; FERNANDES; KRAUS, 2019). They are altruistic people, who are moved by the motivating spirit of transformation for the common good.

In view of the entrepreneurial skills, Sousa Jr and Paiva (2010), refers to the cultural framework of the collectivity inserted in the activities and institutional projects and drives the formulation of alliances and partnerships, as they seek the sedimentation of a public foundational institution necessary to carry out projects and activities that aim at the development of competencies and the exchange of knowledge and entrepreneurial actions in the social dimension in social foundations and, on the other hand, activities and projects are inserted in the construction of this stock of knowledge (RIBAS, 2011).

### **Decision Making**

In the light of the conditions described in the case, what are the internal and external aspects guiding the decision-making to resolve the dilemma?

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Managers spend most of their time on decision-making that significantly influences the organization's results, specifically those in strategic positions. For Dittrich (2010) decisions are made when different actions converge for an event to occur. The classic models of decision-making point to rationality as a determining variable for the results of decisions. Thus, Alt and Spitzack (2016) point out that a decision-making when analyzed from the perspective of macro environment and microenvironment are more likely to reach the estimated results either by the company or those involved in the process. Managers constantly receive information that leads them to make decisions for solving problem situations to avoid possible compromises in the organization's sustainability or to generate future competitive advantages (ÁRABE; SPITZECK, 2014; CAMPELO; FONSECA; FERREIRA; SOUZA, 2019).

Simon (1972) argues that any decision is permeated by a series of behavioral or strategic alternatives implemented at a given time for specific situations and omnipresent in organizations, in the individual, group and organizational context (Simon, 1972; Cunha and Rego, 2003).

The manager must understand that decisions are not indicators of problems but a mechanism for solving a problem in order to fulfill the objectives set in the mission and the vision of the organization. For Miragaia (2008), many managers attribute decision making to a certain negative connotation when referring to the emergence of a problem that impacts organizational goals. However, the author points out that this perception of problem must be understood as a potential for growth and development and not as an organizational threat.

In this sense, the manager should analyze the internal and external environmental aspects and assess if this situation points to an approach with features constituting threats or opportunities for the planned result.

The decision-making process is a unique action of each manager that must be associated with organizational purposes. It is observed that the studies on decision-making remain with a linear routine that has been going through decades using the same steps to reach the decision process (MINTZBERG et al., 1976; BAZERMAN; MOORE, 2010).

For Simon (1960) the decision-making process consists of three strands classified as: intelligence, conception, selection and implementation. From this point of view, in order to make a rational decision, the manager should list existing alternatives, identify their consequences and lead the action considering also the subjective aspects that can collaborate in the decision making process.

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Thus, in order for the decision-maker to choose the alternative concerning the objectives of the organization, it is necessary to identify existing possibilities and to identify likely consequences that will influence future decisions (CORRÊA; VALE, 2013).

The decision-making process in the organizational context is a complex action that requires a great deal of skill from the manager, specifically from his multiple approaches. For Ansoff (1977) the decisions are structured in strategic that tend to be taken from situations provoked by the company and the environment. Tactical decisions are related to structuring the company's resources. Operational decisions that aim to maximize the efficiency of the resource conversion process.

It is observable that even with different views all decisions present a point of convergence and complementarity. The decision-making process requires a formal structuring that must be shared with consistent and transparent details at all levels of management and for stakeholders (CUALHETA; ABBAD; FAIAD; BORGES JUNIOR, 2020).

Decisions are classified as programmed and unscheduled (SIMON, 1977), but organizations can not use a specific classification. Regarding decision-making as a process of action for this study, decisions are conjugated, in certain situations are used those of single character. However, decisions are largely made in groups, and Gibson et al. (2006) argue that groups usually take time to decide, but the quality of group decision is of fundamental importance to the success of the outcome.

Making complex decisions is, in general, one of the most difficult tasks faced individually or by groups of individuals, as these decisions almost always have to meet multiple objectives (GOMES; GOMES; ALMEIDA 2002, p.12-13), and often its impacts cannot be correctly identified. "

On the basis of the above, it is suggested that for the analysis of the questions proposed in the case for teaching related to decision making, it should be associated with the studies of (HOPPEN, 1992; REGALADO, 2014).

Finally, Friedman and Desivilya (2010) show that the story of various entrepreneurs can be affected by the effective strategy of regional development being integrated with conflict engagement, so the integration of social entrepreneurship and conflict engagement impacts regional development by redefining inter-group relations, enhancing social networks, activating social capital, leveraging diversity, and challenging existing power structures.

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