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# SPECIAL EDITION | 60 YEARS

## ARTICLES

**Special issue 60 years of *RAE*: From a solitary star in the past to future challenges**
Maria José Tonelli | Felipe Zambaldi

**Sixty years of *RAE*: A journey of criticism, resistance and reinvention**
Carlos Osmar Bertero

**After capitalism, democratic managerialism**
Luiz Carlos Bresser-Pereira

**The influence of French language thought on the Brazilian Administrative sciences: A Quebec French look**
Jean-François Chanlat

**Academic journals as agents of the scientific field of Administration**
Alketa Peci | Lilian Alfaia Monteiro

**Thirty Years: Life, reading and the written word with *RAE***
Ana Paula Paes de Paula

**Inclusion and diversity in Management: A *manifesta* for the future-now**
Juliana Cristina Teixeira | Josiane Silva de Oliveira | Ana Diniz | Mariana Mazzini Marcondes

# CONTENTS

## EDITORIAL

E0000-0009 **FAREWELLS: A LOOK AT THE PAST, AND ACTIONS FOR THE FUTURE**
*Despedidas: Um olhar sobre o passado e ações para o futuro*
*Despedidas: Una mirada sobre el pasado y acciones para el futuro*
**Maria José Tonelli | Felipe Zambaldi**

## ARTICLES / *ARTIGOS / ARTICULOS*

E0000-0010 **SPECIAL ISSUE 60 YEARS OF *RAE*: FROM A SOLITARY STAR IN THE PAST TO FUTURE CHALLENGES**
*Especial 60 anos da RAE: De estrela solitária no passado aos desafios futuros*
*Especial 60 años de RAE: De estrella solitaria en el pasado a los desafíos futuros*
**Maria José Tonelli | Felipe Zambaldi**

E0000-0011 **SIXTY YEARS OF RAE: A JOURNEY OF CRITICISM, RESISTANCE AND REINVENTION**
*Sessenta anos de RAE: Um itinerário de críticas, resistências e reinvenções*
*Sesenta años de RAE: Una trayectoria de críticas, resistencias y reinvenciones*
**Carlos Osmar Bertero**

E0000-0012 **AFTER CAPITALISM, DEMOCRATIC MANAGERIALISM**
*Depois do capitalismo, o gerencialismo democrático*
*Después del capitalismo, el gerencialismo democrático*
**Luiz Carlos Bresser-Pereira**

E0000-0013 **THE INFLUENCE OF FRENCH LANGUAGE THOUGHT ON THE BRAZILIAN ADMINISTRATIVE SCIENCES: A QUEBEC FRENCH LOOK**
*linfluência do pensamento de língua francesa na academia brasileira de Administração: Um olhar Franco-quebequense*
*L'influence de la pensée de langue française dans le champ des sciences administratives brésiliennes: Un regard Franco-québécois*
**Jean-François Chanlat**

E0000-0014 **ACADEMIC JOURNALS AS AGENTS OF THE SCIENTIFIC FIELD OF ADMINISTRATION**
*Revistas acadêmicas como agentes do campo científico de Administração*
*Revistas académicas como agentes del campo científico de la Administración*
**Alketa Peci | Lilian Alfaia Monteiro**

E0000-0015 **THIRTY YEARS: LIFE, READING AND THE WRITTEN WORD WITH *RAE***
*Trintena: Uma trajetória de vida, leitura e escrita com a RAE*
*Trintena: Una trayectoria de vida, lectura y escritura con la RAE*
**Ana Paula Paes de Paula**

E0000-0016 **INCLUSION AND DIVERSITY IN MANAGEMENT: A *MANIFESTA* FOR THE FUTURE-NOW**
*Inclusão e diversidade na Administração: Manifesta para o futuro-presente*
*Inclusión y diversidad en la Administración: Manifiesta para el futuro-presente*
**Juliana Cristina Teixeira | Josiane Silva de Oliveira | Ana Diniz | Mariana Mazzini Marcondes**

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# EDITORIAL

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**Maria José Tonelli**
Editor-in-Chief



**Felipe Zambaldi**
Co-Editor

## FAREWELLS: A LOOK AT THE PAST, AND ACTIONS FOR THE FUTURE

In this special edition we're celebrating the 60th anniversary of *RAE-Revista de Administração de Empresas* and saying "Goodbye" as the journal's Editor-in-Chief and Co-Editor, respectively. It's time to express our thanks and briefly review the period that we have been heading up this journal.

First of all, our thanks to Getulio Vargas Foundation (*Fundação Getulio Vargas [FGV]*) and the São Paulo School of Business Administration (*Escola de Administração de Empresas de São Paulo [EAESP]*), which provided the financial support for producing *RAE* and the other periodicals that go to make up *RAE-publicações*: *GV-Executivo*, *Cadernos Gestão Pública e Cidadania* and *GVcasos*. But in addition to this essential support, we are also grateful for the trust in the editors of these publications, placed by FGV and by the current directors of EAESP, Professor Luiz Arthur Ledur Brito and Professor Tales Andreassi, and for the total freedom of expression we were given to run these periodicals. Science production and the dissemination of scientific knowledge can only occur in democratic and inclusive spaces. We are deeply grateful for the welcoming atmosphere in which we were pleasantly able to work. The article by Professor Carlos Osmar Bertero in this special edition highlights the role FGV EAESP and *RAE* played in this welcome during the most turbulent periods in Brazil.

Our profound thanks to each and every Editor-in-Chief who preceded us over the six fruitful decades since *RAE* was first created, and closer to today, to Professors Eduardo Diniz, Carlos Osmar Bertero, Flavio Carvalho de Vasconcelos, Francisco Aranha and Thomaz Wood Jr., who strengthened the journal's scientific standards and placed it on the international scene. At moments of social amnesia, like the one we are currently experiencing, it is even more relevant to refer to the past and the steps that were taken by all these editors so the journal could fulfil its pioneering and innovative role in Brazilian academia in Administration. We would also like to thank the current editors of *RAE-publicações*: Andrea Leite Rodrigues, Editor-in-Chief of *Cadernos Gestão Pública e Cidadania*, Martin Jayo, Co-Editor of *GVcasos*, and Adriana Wilner, Co-Editor of *GV-executivo*. It was a pleasure working with all of you remarkable professionals.

In the period when we were at the head of *RAE-publicações, RAE*, which had previously been published only in Portuguese, became a bilingual journal during our term as head of *RAE-publicações*, with the objective to continue making impact on Administration academia in Brazil, while at the same time seeking to move onto the international stage. Another relevant innovation was discontinuing the printed edition as we accompanied the digital transformation in scientific publishing. With the creation of the *Perspectives* section, we were able to invite and bring in authors who are renowned in their fields of research, and to publish articles that foster emerging discussions and trends in academia.


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Following careful assessment by the Committee on Publication Ethics (COPE), *RAE* was approved in 2016, and this approval has been renewed every year since then, which highlights the high standard of rigor, integrity and transparency in the journal's scientific certification and publication process.

Furthermore, having already been approved by the main international indexers of scientific journals, *RAE* has also been approved by nine databases in the last five years. It is worth noting that since 2016 *RAE* has achieved a maximum score of 11.0 *ICDS* (Secondary Composite Index Broadcasting) in *MIAR* (Information Matrix for the Analysis of Journals, Universitat de Barcelona), which is recognition of its approval by international indexers that are benchmarks in their fields. This is a score achieved by first-rate journals that have a worldwide reach.

It is also worth pointing out that *RAE* continues to enjoy high rates in terms of the total number of citations in the Journal Citation Reports of the Web of Science/Clarivate. In the latest ranking (2019), it reached a total of 611 citations, which is an increase of more than 600% compared to the first citation report received in 2011 (98). *RAE* is also the first Business Administration journal in the top 100 ranking of Portuguese-language journals by Google Scholar, with an h5-index 23 and an h5-median 33 classifications. Adding an indicator from a national database, *RAE* has maintained high rates of access to its content via the Scientific Electronic Library Online (SciELO), with more than three million accesses in 2020, in addition to having the highest citation rates among journals of Administration.

Scientific journals only exist thanks to the dedicated work of a democratic, but largely anonymous community, which involves associate editors and reviewers. We would like to express our special thanks to everyone, as well as to the professors who make up the **Advisor Board**, the **Editorial Policy Committee**, and the **Scientific Editorial Board**, and to the **Book Editors**.

We're enormously grateful to the production team: Aline Lilian dos Santos, Andréa Cerqueira, Denise Francisco Cândido, Eldi Soares and Ilda Fontes. It's no exaggeration to say that all *RAE-publicações* journals depend on the tireless and attentive daily work of everyone. We express here our deep gratitude for their dedication: the journals would not exist without the efforts of all of you.

This special edition includes an opening text written by Maria José Tonelli and Felipe Zambaldi, to present the authors who were invited to be a part of this commemorative, 60th anniversary edition of *RAE*, and to reflect on the future challenges of scientific journals in Administration. We would draw particular attention to the guest articles written by: Carlos Osmar Bertero, "Sixty years of *RAE*: A journey of criticism, resistance and reinvention"; Luiz Carlos Bresser-Pereira, "After capitalism, democratic managerialism"; Jean-François Chanlat, "The Influence of French language though on the Brazilian Administrative Sciences: A Quebec French look"; Alketa Peci and Lilian Alfaia Monteiro, "Academic journals as agents in the scientific field of Administration"; Ana Paula Paes de Paula, "Thirty Years: Life, reading and the written word with *RAE*"; and Juliana Cristina Teixeira, Josiane Silva de Oliveira, Ana Diniz and Mariana Mazzini Marcondes, "Inclusion and diversity in Management: A *manifesta* for the future-now".

To conclude this farewell editorial, we would like to welcome the new Editor-in-Chief of *RAE*, Professor Jorge Carneiro, who has distinguished himself by standing out in the academic community in Administration, both nationally and internationally, and whom we welcome with our best wishes for leading *RAE* on to a promising and even brighter future.

We hope you enjoy your read!

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# ARTICLES

**Invited article**

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# SPECIAL ISSUE 60 YEARS OF *RAE*: FROM A SOLITARY STAR IN THE PAST TO FUTURE CHALLENGES

*Especial 60 anos da RAE: De estrela solitária no passado aos desafios futuros*

*Especial 60 años de RAE: De estrella solitaria en el pasado a los desafíos futuros*

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## ABSTRACT

The text presents the invited articles of this special edition of *RAE* to commemorate its 60th anniversary. Besides that, it aims at reflecting on the past, the present and the future of this and of other Brazilian scientific journals in Administration. It starts by presenting the historical role of the journal in constructing the Brazilian academia in Administration and its impact on several generations of researchers in the country. The main problems faced by *RAE* are then addressed, as are its future challenges, which may, possibly, be useful for other Brazilian journals in the field. The conclusion is that the reduction in inequality between Brazilian and international journals can be seen as a goal for *RAE* and other Brazilian journals that can now take advantage of favorable winds, such as the United Nations's (UN) Sustainable Development Goals, the Declaration on Research Assessment (DORA) movement, and the potential that accrediting associations have for evaluating the social impact of institutions and their programs. But relying on these favorable winds to do the job alone would be an illusion; there is a lot of a long-term work ahead.

**KEYWORDS** | *RAE*, the history of Administration in Brazil, Brazilian Administration journals, indexers, challenges.

## *RESUMO*

*Este texto apresenta os artigos convidados para esta edição especial de comemoração dos 60 anos da Revista, com o objetivo de refletir sobre o passado, o presente e o futuro da RAE e das revistas científicas brasileiras em Administração. Apresenta-se, em primeiro lugar, o papel histórico da Revista na construção da academia brasileira em Administração, bem como seu impacto em várias gerações de pesquisadoras e pesquisadores no País. Num segundo momento, são abordados os principais problemas enfrentados na RAE e seus desafios futuros que podem, eventualmente, ser úteis para os demais periódicos brasileiros no campo da Administração. Conclui-se que a redução das desigualdades entre os periódicos nacionais e internacionais pode ser encampada como uma bandeira da RAE e de periódicos brasileiros, valendo-se de ventos favoráveis como os Objetivos de Desenvolvimento Sustentável da Organização das Nações Unidas (ONU), o movimento Declaration on Research Assessment (DORA) e a potencialidade de avaliação do impacto social das instituições e seus programas por parte de entidades acreditadoras. Mas contar com que esses ventos favoráveis, façam o trabalho sozinhos seria uma ilusão; há um longo trabalho pela frente.*

***PALAVRAS-CHAVE*** */ RAE, história da Administração no Brasil, periódicos brasileiros em Administração, indexadores, desafios.*

## *RESUMEN*

*Este texto presenta los artículos invitados a esta edición especial de conmemoración del 60 aniversario de la revista, con el objetivo de reflexionar sobre el pasado, presente y futuro de la RAE y de las revistas científicas brasileñas de Administración. En primer lugar, se presenta el papel histórico de la revista en la construcción de la academia brasileña de Administración, así como su impacto en varias generaciones de investigadores del país. En un segundo momento, se abordan los principales problemas que enfrenta la RAE y sus desafíos futuros que, eventualmente, pueden ser de utilidad para los demás periódicos brasileños del campo de la Administración. Se concluye que la reducción de las desigualdades entre las revistas nacionales e internacionales puede verse como una bandera de la RAE y de las revistas brasileñas, aprovechando vientos favorables como los Objetivos de Desarrollo Sostenible de la Naciones Unidas (ONU), el movimiento Declaration on Research Assessment (DORA) y el potencial de evaluación del impacto social de las instituciones y sus programas por las entidades acreditadoras. Pero contar con que estos vientos favorables hagan el trabajo solos sería una ilusión; por lo tanto, queda un largo trabajo por delante.*

***PALABRAS CLAVE*** */ RAE, historia de la Administración en Brasil, periódicos brasileños en Administración, indexadores, desafíos.*

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## INTRODUCTION

*RAE-Revista de Administração de Empresas* celebrates its 60th anniversary in 2021, a year in which the pandemic is provoking all kinds of reflections. This is a difficult year for Brazil*, but also a fertile field for memories and for reflecting on the past and future of Brazilian scientific journals in Administration. As part of the Global South, *RAE* has anticipated trends, created scientific fields in Administration in the country, such as marketing (Tonelli, 2018), and created a space of resistance, dialogue and interaction. *RAE's* journey, has been marked by its pioneering spirit, critical approaches and reflections on social issues in Brazil (Bertero, 2011, 2021). It has also been a protagonist in education and research in various areas of Administration and takes part in the "DNA" of many relevant researchers in the field (Paula, 2021). But just as the Brazilian society has been aging, *RAE* has reached its 60th[h] year with the challenge of reinventing itself.

This text presents the invited articles of this special edition commemorating the 60th anniversary of the journal, reflecting on the past, the present and the future of *RAE* and of the Brazilian scientific journals in Administration. *RAE* is the longest-running academic journal in Business Administration in Brazil, if we consider that it has been published uninterruptedly since its launch. The authors who were invited to contribute to this edition are part of this history and each one, in their own way, has creatively dealt with the importance of the journal in the academic field of Administration in the country.

By introducing the authors and their invited articles, we reflect first on the historical role of this journal in constructing the Brazilian academia in Administration and on its impact on several generations of researchers in the country. We then address the main problems faced by *RAE* and its future challenges, which may, eventually, be useful for other Brazilian journals in the field. In the second section, we discuss the issue of the internationalization of journals, a topic that is still very prevalent. We point out that Brazilian journals are suffering from the internationalization objectives of graduate programs that encourage their researchers to publish in international journals with high impact factors. While on the one hand, the internationalization of scientific production allows Brazilian researchers to find a place in the Global North, on the other, this leads them to lose interest in being published in Brazilian journals. The future of our national journals is in jeopardy, given the contradictory demands that researchers and graduate programs must face: to contribute with their solutions for urgent local problems; or to become part of the international community. In this sense, journals need to position themselves, given the growing demand for research that meets the UN's Sustainable Development Goals (2021), and new demands coming from Brazilian regulatory bodies and foreign accreditation agencies that are now seeking to evaluate business schools based on their local social impact (EFMD Global services/Business School Impact System, 2020).

## THE INVITED ARTICLES

The history of *RAE* reflects the history of teaching and research in Business Administration in Brazil, which has been registered in several manuscripts by Carlos Osmar Bertero commented below. As Editor-in-chief of *RAE* on two occasions, and a prodigious and successful author with more than 30 articles published in the journal, Carlos Osmar Bertero was also a contributor to several commemorative editions of *RAE*. In the editorial on the occasion of its 45th anniversary, Bertero (2006a, p.5) dealt with the lack of citizenship in the country, "the historically

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constructed result of a weak civil society, whose burden extends to the most diverse spaces of national life, which was the opposite of academic democracy, in which everyone is considered equally". Bertero (2006a, p.5) continued: "The peer review system is a demonstration of the humbleness by which every author submits her or his production to be judged by colleagues and is obliged to accept it." There is nothing more up-to-date in the contemporary scene: the need for citizenship, the consideration for the efforts of a community to produce knowledge that is supported by the democracy of scientific research, and the pressing need for humbleness in all aspects of social life. In that same edition, Bertero (2006b, p.2) dealt with the role of the Journal on the national scene, as being that of "boldness": "It was intended to have a periodical that would spread a new field in education, whose undergraduate courses had just opened . . . ". It was in this context that *RAE* created and disseminated the development of all areas of Administration in the country, such as Operations, Marketing, Organizations and Organizational Behavior (Tonelli, 2018).

The emphasis on scientific journals began in the 1970s, and the creation of the National Association of Graduate Studies in Administration (*Associação Nacional de Pós Graduação e Pesquisa em Administração [ANPAD]*) in 1976 played a significant role in such a change of direction (Fachin, 2006). During this period, the country was facing repression by the military government, and journals in the Social Sciences area, in particular, were victims of censorship. During this period, *RAE* accepted contributions from this field, even though it received countless warnings not to publish topics that criticized the government's economic policy, especially the issue of income distribution. But despite these restrictions, several critical articles were published. They can be considered actions of resistance and the "reaffirmation of a belief in freedom of expression, which is indispensable to scientific production . . .", says Bertero (2006b, p. 3). *RAUSP-Management Journal* also suffered the consequences of that period, and its publication was interrupted (Tonelli, 2017). The acceptance and publication of critical articles in *RAE* (as well as by São Paulo School of Business Administration – *Escola de Administração de Empresas de São Paulo, EAESP* – itself) should undoubtedly be further researched.

At the end of the 1970s, with the expansion of scientific production, the journal incorporated the double-blind evaluation system and, step by step, became established as an academic journal. But there were still few scientific journals, and on the occasion of the Journal's 50th anniversary, a new article by Bertero (2011) showed that *RAE* had been a solitary star, shining for decades on the Brazilian stage of academic publications in Administration. In this article, Bertero (2011) dealt with the Journal's origin as a generalist outlet, and proposed that *RAE* should become a Management journal, an identity it has so far not assumed. This theme has again been taken up by Bertero (2021) in this special edition in his article: "Sixty years of *RAE*: A journey of criticism, resistance and reinvention", when the author emphasized that although *RAE* has been a generalist journal since its origin because its editorial body was diverse (Valente & Serafim, 2006), it stands out for publishing articles in the areas of "Organization and Organization Studies, Strategy and Human Resources – or People – Management". Over the years, it also presented a ". . . growing methodological sophistication . . . unlike the early years when it was a journal that we could consider to be provincial", says Bertero (2021, p. 1) in this edition. But he is optimistic: "There's no doubt that we've moved ahead."

Carlos Osmar Bertero is one of the most accessed authors in *RAE*, especially his article "The evolution of organizational analysis in Brazil (1961-1993)", in partnership with Tania Margarete Mezzomo Keinert (1994), the classic "The evolution of organizational analysis in Brasil"; "Some observations on the work of G. Elton Mayo" (1968); and "Brazilian scientific production in administration in the 2000s" (2013), in partnership with Flávio

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Carvalho de Vasconcelos, Marcelo Pereira Binder and Thomaz Wood Jr. But his most accessed article, written in partnership with Rafael Alcadipani, deals with the "Cold War and the teaching of management in Brazil: the case of FGV-EAESP" (Alcadipani & Bertero, 2012). In this article, the authors analyze the spread of North American thought in the post-war period and the North American management model in the country. But here there is a caveat: if, on the one hand, *RAE* – as a part of the FGV EAESP – had a role in spreading the ideas of American thought in Administration (Alcadipani & Bertero, 2012; Tonelli, 2018), on the other, the articles by Carlos Osmar Bertero revisited here show that, in a pioneering trend, the Journal democratically spread both the critical Brazilian thinking in Social and Economic Sciences, as well as an European thinking, as we shall see in the invited articles by Luiz Carlos Bresser-Pereira and Jean-François Chanlat in this edition.

Luiz Carlos Bresser-Pereira has been writing for the Journal since its beginnings, with more than 30 articles published over the decades. As he confesses in his article in this special edition, the first article he submitted to *RAE* when the Journal was launched in 1961, but it was rejected by its then-Editor-in-chief. For those who do not know it, it is worth reading the rejected article: "The rise of the middle-class and middle management in Brazil", which was published in the *Journal of Inter-American Studies* (1962a), being an essential reading for understanding the role of professional administrators in the country's economic development.

The first article he had published in *RAE* was in 1962 and deals with the "Economic development and the businessman", in which the author defines what development is and discusses the role of businesspeople in the expansion of the economy. He draws a distinction between the businessperson, the administrator, and the capitalist, and deals with the relationship between businesspeople and the State, as being "two strategic agents of development" (Bresser-Pereira, 1962b, p. 90). Bresser-Pereira's texts on the need for the professionalization of Administration in Brazil were also important. In 1966, before it was regularized, Bresser-Pereira pointed out the importance of the profession, in "The professional administrator and the perspectives of Brazilian society", and defined it thus:

> Administration is undoubtedly a profession, provided it is a specialized, paid activity with its own purpose, and it constitutes a source of revenue, *par excellence*, for those who exercise it. A professional business administrator is an individual, who, without owning a company, makes decisions about its human and material resources, and plans, organizes and controls its operations. He is the man (*sic*) who performs these specialized functions because of his professional competence, and not because he is the owner of the company, or because he has relationships of kinship or friendship (Bresser-Pereira, 1966, p. 89).

It is impossible in this space to reflect on all the contributions of these thirty or so articles by Bresser-Pereira, a task that historiographical research in Administration in Brazil should revisit. In the article in this edition, "After capitalism, democratic managerialism", Bresser-Pereira (2021, p.1) deals with the decay of the neoliberal model in the United States, presents his classification of the phases of capitalism and his thesis that "capitalism has ceased to produce economic development and human progress". The author suggests that in this new moment " . . . managers, or technobureaucrats, have once again become strong and constitute the nucleus of a new coalition of dominant classes". He has an optimistic vision of the future in a post-capitalist world, which he calls a future of "bureaucratic managerialism". The author asks: What is the function of wealth without a social function? This is a fundamental question for the world today, in which new strands in research in Administration, with its focus on the UN's Sustainable Development Goals and the social impact of business schools, are providing some hope.

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Since its origin, *RAE* has been featuring articles that have a critical approach, known today as Critical Management Studies. The basis of the critical perspective was anchored in French authors - although not only - and the history of French thinking in constructing Brazilian academia in Administration is retold by Jean-François Chanlat in his invited article for this special edition. Chanlat writes for *RAE* and is a frequent speaker at academic congresses in Brazil, especially at the National Meeting of the National Graduate Association *(Encontro da Associação Nacional de Pós-Graduação em Administração [EnANPAD]*), which is promoted by *ANPAD*, and his presence is frequent in various business schools throughout the country. As the author recalls in his article, "The influence of French language thought on the Brazilian administrative sciences: A Quebec French look" (Chanlat, 2021), his relationship with Brazilian researcher's dates back to the 1980s, in the figure of Professor Roberto Fachin, one of the creators of *ANPAD* in 1976 (Fachin, 2006). In the 1990s., Chanlat had contact with two professors from FGV EAESP, Ofélia de Lana Torres and Fernando Prestes Motta, and Professor Tania Fisher from Federal University of Bahia (*Universidade Federal da Bahia [UFBA*]). Since then, Chanlat's has had a frequent contact with several professors and researchers in the field of Administration in Brazil, when he has visited the country and also welcomed professors and students at Paris-Dauphine. Several of his articles and works have been translated into Portuguese.

In addition to the affective memories that the author had - and still has - of the country, Chanlat writes in this article about the history of French thinking in Brazil, which is not a one-way street, however: while French authors were well accepted in the country, French academia was also open to Brazilian thinkers. The anthropophagic view shows that this exchange is intense and, as the author points out, "an alternative to Anglo-Saxon hegemony" in the field of Administrative Sciences, which had already been criticized by Brazilian authors in Administration, such as Motta and Caldas (1997), Caldas and Wood (1997), Motta, Alcadipani and Bresler (2001), among others. Chanlat stresses that there has been a search for original thinking in Administrative Sciences in Brazil since Guerreiro Ramos, Mauricio Tragtenberg and Fernando Prestes Motta, who distinguished themselves with their critical thinking in Brazilian academia in Administration (Paula, 2015). Chanlat (2021) also highlights contemporary critical authors, such as Alcadipani (2010), Alcadipani and Caldas (2012), Alcadipani and Rosa (2010) and Alcadipani and Faria (2014), among others. His article also explores several French authors who have strongly influenced Brazilian research in ergonomics and psychodynamics at work, in particular C. Dejours in his classic book, "The madness of work", published in Portuguese in 1987. Reading this article by Chanlat is like diving affectionately and joyously into the most recent history of Brazilian academia in Administration.

The next guest article is by the Editor-in-chief of the *Brazilian Journal of Public Administration* (*Revista de Administração Pública* [*RAP*]) and currently the President of *ANPAD*, Alketa Peci, and her co-author, Lilian Alfaia Monteiro, on the role and impact of academic journals in Administration in Brazil. It is important to highlight that Alketa Peci is the third female president of this important institution in the country, having been preceded by Susana Braga Rodrigues, in 1989-1990, and by Tânia Maria Diederichs Fischer, in 1991-1992, who were both outstanding researchers in the field. For practically three decades, women, active female researchers and founders of the field, have been absent from the presidency of the Association, which is the most important in Administration in the country. The article by Paludi, Helms-Mills and Mills (2014) is very informative with regard to the disappearance of the contribution of women, not only in corporations, but also in Administration academia, because of its "genderized" practices that silence the voices of women in the history of administrative thinking.

In the invited article "Academic journals as agents of the scientific field of Administration", Peci and Monteiro (2021) show that *RAE*, *RAP* and *RAUSP*, which were once practically hegemonic in the field, have started coexisting

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in recent decades alongside more than 300 journals in the field of Administration. This number is a tremendous growth although we still do not know, as pointed out by the authors, "how they are positioned in the scientific field of Administration and how to differentiate between them" (Peci & Monteiro, 2021). The authors show that the game in the scientific field includes logic, actors and rules of functioning. Within this framework, they undertake a longitudinal analysis of the field of Organizational Studies in Brazil, based on articles collected from *RAE*, *RAP* and *RAUSP* covering the period between the 1960s and 2014. Supported by this survey, the authors build various categories for the legitimacy strategies of scientific contribution: internal scientific discourse, external scientific discourse, practice discourse, and differentiation discourse. They emphasize that internal scientific discourse and practice discourse "are the main legitimization strategies historically used in the field" (Peci & Monteiro, 2021, p. 8). In this game in the scientific field, competition also reaches journals that need to distinguish themselves in the rankings, a competitive logic that is imposed by agents such as the Coordination for the Improvement of Higher Education Personnel (*Coordenação de Aperfeiçoamento de Pessoal de Nível Superior [CAPES]*), the National Council for Scientific and Technological Development (Conselho Nacional de Desenvolvimento Científico e Tecnológico [*CNPq]*), and graduate programs. But the authors stress that the productivism logic does not always contribute towards strengthening the field "in periodicals that are irrelevant from a scientific point of view" (Peci & Monteiro, 2021, p. 13). This is a fundamental question, which will be taken up again in the next section and that deals with the future challenges of Brazilian periodicals.

In her authorial, profound yet delicate article, Ana Paula Paes de Paula (2021) deals with her personal relationship with the journal: "Thirty years: Life, reading and the written word with *RAE*". As showed in the article by Chanlat in this edition, Ana Paula's work shows how affections become intertwined with the construction of science. In this article, the author describes her first contact with the Journal while still an undergraduate student in the early 1990s at the School of Economics, Business and Accounting at the University of São Paulo (*Faculdade de Economia, Administração, Contabilidade e Atuária, Universidade de São Paulo [FEA-USP]*), later as a student on the Master in Public Administration program at FGV EAESP and, also, during her PhD studies in Social Sciences at the Institute of Philosophy and Human Sciences of the University of Campinas (*Instituto de Filosofia e Ciências Humanas, Universidade Estadual de Campinas [IFCH-Unicamp]*). Ana Paula highlights that the authors published in *RAE*, as well as the professors from FGV EAESP, influenced her throughout her academic career. The articles selected by Ana Paula are classics that were published in the Journal: Maurício Tragtenberg (1971), in "Is the general theory of Administration an ideology?"; Thomaz Wood Jr. (1992) in "Fordism, Toyotism and Volvism: The ways of industry in the search for lost time"; Fernando Prestes Motta (1971, 1981, 1992) in: "Social control in organizations", "Disciplinary power in formal organizations" and "Companies and the transmission of ideology". The author also mentions Wood and Caldas (1998) in "Organizational anthropophagy" and Wood (2000) in "Organizations of intensive symbolism." In the 2000s, Paula joined the list of *RAE* authors, with her article "Tragtenberg and the resistance of the critic: Research and teaching in Administration today" (Paula, 2001), when she also became an associate editor of *RAE*. This was also the time when Ana Paula took her Post-Doctorate studies at FGV EAESP supervised by Professor Fernando Prestes Motta (and after the professor passed away, by Professor Peter Spink). During this period, together with Professor Thomaz Wood Jr., she coordinated research project into "pop-management" that resulted in several publications. The author's career has been marked, as we can see, by different articles published in *RAE*, by countless research projects with professors from FGV EAESP, and, of course, by her own fruitful production. Since 2005 as a professor at the Faculty of Economic Sciences of the Federal University of Minas Gerais *(Faculdade de Ciências Econômicas, Universidade Federal de Minas Gerais*

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*[FACE-UFMG])*, Ana Paula Paes de Paula stresses that *RAE* was present as she learned to read and write from the critical perspective that has always marked the Journal.

The invited article that closes this special edition brings a group of women, young members of Brazilian academia in Administration, with their manuscript that points what is a necessary future. Juliana Cristina Teixeira, Josiane Silva de Oliveira, Ana Diniz and Mariana Mazzini Marcondes, young researchers, although recognized already, deal with the subject of "Inclusion and diversity in Management: A *manifesta* for the future-now". As Bresser-Pereira (2021) points out, what is the value of wealth without a social function? The article by the four authors presents a "manifesta" for Brazilian research into Administration to be plural, inclusive, and representative of the country's geographic and demographic diversity in all its multiple ethnic, racial, age and social dimensions, and to include processes for mending the country's extreme inequality. In addition to their personal experiences, the authors' perspective - two black women and two white women - includes the theoretical contribution of intersectionality, decoloniality and mainstreaming, their clear objective being social transformation. The text provides a brief history of the "management" of diversity, which, although disseminated, was quickly transformed into consumption and empty discourse. It is necessary to highlight that the seminal article in this particular field in Brazil was written by Maria Tereza Leme Fleury and published in *RAE* in 2000, which indicates, once again, how open the Journal was to emerging and innovative topics in the field of Administration.

Teixeira, Oliveira, Diniz and Marcondes (2021, p.5) emphasize the need to "re-politicize" the debate on diversity and inclusion, to "build a field that is committed to tackling the structural inequality" in Brazilian society. To do so, the authors propose a "transformation agenda" that necessarily includes a change in the logic that operates the inequality in research topics and in the mechanisms that enable this knowledge to be disseminated. The authors also propose that it is necessary to move towards deconstructing the logic that organizes "whiteness" and, consequently, towards what is considered as a scientific product. If the word "diversity" is intended to be inclusive, it is far too general to encompass what is diverse. Naming can be disturbing, but it is part of the change, because language builds reality.

As can be observed in the articles presented in this special isssue, the creative, pioneering, critical and always innovative contributions of *RAE* helped found the history of Administration in Brazil, but its future challenges are immense, as discussed next.

## THE FUTURE CHALLENGES OF *RAE* (AND BRAZILIAN JOURNALS)

In its prominent role in the national scenario of producing and disseminating knowledge, *RAE*, faces the challenge of becoming international, not only to expand its capacity to hold a dialogue with the world, but also because of what it represents in terms of pioneering and relevance. The challenge is particularly complex for a journal that helped constructing knowledge in Brazil in the applied and academic fields, and contributed to establishing Administration as a profession and, consequently, to developing the country itself and its worldview in the socio-political context (Tonelli & Zambaldi, 2017). The journal was published predominantly in Portuguese for almost five decades, a period in which it certainly benefited from the freedom it had to favor a research agenda that had relevant objects in the national context. The possibility of building a history and a legacy in Portuguese gave to the Journal autonomy, since the hegemony of English production may adopt a colonial logic that controls the publication and circulation criteria and the definition of what quality is (Rosa & Alves, 2011).

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*CAPES'* intensification of the criteria for evaluating journals, with its focus on their impact as calculated by international indexers, encouraged *RAE* to seek a ranking in these databases in the late 2000s, resulting in its inclusion in collections such as Journal Citation Reports (JCR) and Scopus. Added to this movement was the orientation coming from the main graduate programs in the area, and from business schools in Brazil, which was to intensify their inclusion in the international context under these same premises. Other Brazilian journals also moved towards internationalization at the same time, while others were founded in the first half of the 2000s with the prerogative of publishing all their articles in English. Although this movement made it possible to reach broader audiences, the language barrier is a difficulty for a research community that has not been educated in English, as Farias explained (2017). In a more critical approach, Alcadipani (2017) warned of the risks of the internationalization efforts of our journals in terms of their submission to the Anglo-Saxon aphorism, "publish or perish", with restrictions on the standards of English adopted in communicating as the dominant axes and their topics and approaches, characterizing what he classifies as a global provincialism and an epistemic colonialism.

The products of the efforts of Brazilian Administration academia to internationalize have led to an increase in the production of Brazilian researchers and the presence of our journals in the global context. But they have also somehow forged the standardization of topics and methods in our research, with a greater degree of mimicry in terms of what is published in what we usually classify as top journals. This situation is aggravated, however, by the delay we face in getting to know what is being researched in the centers that have easier access to these periodicals that are classified as top-tier. As Peci and Monteiro (2021) point out, the internationalization of Brazilian production and periodicals in Administration is a new symbolic capital for differentiating journals and articles, in a game that is concentrated on pre-existing references in the fields of study as a legitimizing strategy - the so-called internal scientific discourse (ICD) - with little room for critical assimilation or the adaptation of foreign theories to the national reality as alternatives to directly applying foreign models.

Diniz (2017), who served as *RAE's* Editor-in-Chief for seven years, considers the internationalization process of Brazilian production and periodicals to be inexorable, and warns of our need not to remain as spectators of the transformations in the world of research, but to develop our own strategies and institutional policies for positioning national journals on the international environment, so as not to be diminished in relation to foreign journals just because they are Brazilian. The indexation of *RAE* on internationally recognized databases and the increase in the publication of its articles in other languages have led to significant advances in the journal's exposure to Administration academia outside of Brazil, and certainly in its attractiveness for submissions by authors from other countries. Evidence of this is the fact that more than 20% of all submissions currently come from authors who are affiliated with institutions abroad, with a good distribution in terms of continents. The Journal's initiatives and the results obtained include the availability of our website in three languages, the adoption of a worldwide platform for submissions, international calls for papers, the publication of articles in three languages, greater participation on the editorial board by members from foreign institutions, and the increase in citations on indexed databases and in the proportion of articles written in a foreign language (Tonelli & Zambaldi, 2017). But some factors, such as the publication of articles predominantly in Portuguese in its history and the scarcity of Brazilian journals that are indexed on international databases – which still represent the largest source of citations of the journal – inhibit the increase of the impact indicators of *RAE* on the main databases when compared with other journals that are also indexed on them. These factors make it difficult for it to be included in the lists of journals that are valued as publications of excellence in the dominant axes of world academia, such as the Australian Business Deans

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Council (ABDC) and Academic Journal Guide, Association of Business School (AJG/ABS), and are consequently obstacles to the attractiveness of journals in a comparable situation receiving submissions and citations.

The hiring and career development model adopted by the most prominent business schools in the world encourages researchers - especially those at the beginning of their careers - to aim more at journals with greater impact indicators within the dominant criteria, or those that have been included in restricted lists, thereby reinforcing and perpetuating the excluding character of the evaluation processes in such criteria. Researchers are aware of the consequences, but they often react in a resigned manner and show little willingness to promote change, limiting themselves to blaming the system and external entities, as reported by Machado and Bianchetti (2011). These authors warn of the restriction in the topics studied and the consequent limitation of university autonomy, and of researchers becoming alienated from the process that both restricts and drives them.

Maintaining the dynamics described here results in an even greater jettison of journals that have built up a local relevance and developed the ability to dialogue with regional stakeholders. Publications, therefore, often give up their distinctive capabilities at the local level to bring their practices closer to what is done in the publications considered as benchmarks, even though being from competing on equal terms. Consequently, the internationalization process of journals, even bringing advantages of visibility and dialogues with a wider universe and benchmarking opportunities, is also unequal and, in a way, inhibits the potential for building and maintaining the identity of journals that are considered peripheral. A study by Favaretto and Francisco (2017) of *RAE's* collection until the date of its publication shows the predominance of individual authors in the beginning until a transition to studies with multiple authors (most commonly three) in the most recent publications, considering the benefits and lessons learned from peer collaboration. But the long phase that was characterized by works by only one author was also marked by a vast number of contributions by authors who became the exponents of Brazilian thinking in Administration and related areas. As they became less frequent, they gave way to a kind of abdication of the national identity of the journal by reducing the space of these exponents, even if unintentionally, although most of the production published in the journal is still by Brazilian authors. It is like having a channel for publishing research carried out predominantly by Brazilian authors that is visible and accessible to the outside, but losing part of the distinction of being a channel for spreading the Brazilian thinking.

The standardization trends of practices adopted by journals to attract submissions, evaluate papers, and distribute content are accompanied by the large-scale implementation of unified information and communication systems by academia worldwide, such as the Digital Object Identifier (DOI) for articles and texts in general, the Open Researcher and Contributor ID (ORCID) for researchers, and the Research Organization Registry (ROR) for institutions. These systems have the potential to store and make information widely and quickly available, connect research communities, make searches feasible, and provide complete records on various platforms in the academic environment, thus offering clear benefits. Their potential, however, can be co-opted by current rules that are responsible for the imbalance between journals, or even between research centers with regard to valuing the research that is produced and disseminated. The discussion includes everything from defining which journals deserve global recognition to defining the distribution means that are desirable and possibly deserve more recognition from the academic community.

In addition to the threats to identity issues and the regional relevance of journals in peripheral contexts in the predominant assessment system, there is a contingent of researchers across the globe that is uncomfortable and wants the criteria by which the results of academic research and the researchers themselves are assessed


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to be broadened. This demand can be exemplified by the Declaration on Research Assessment (DORA), which is a comprehensive movement by all fields of knowledge with the participation of various stakeholders, including sponsors, publishers and teaching and research institutions, as well as researchers themselves. The movement is not opposed to integrated systems for storing and disseminating knowledge and its consequent standardization, but it aspires to a wider range of means to be recognized as worthy to disseminate research, both in quantity and in form. Once researchers are recognized and rewarded by their institutions for publishing their research results via channels that are complementary or alternative to cutting-edge periodicals, they will have more freedom to access relevant topics and reach a wider audience, with greater ownership over the dissemination of their research. The potential results for increasing the social impact of research due to the capacity and improved quality of dialogue with different stakeholders in society are promising.

*RAE* took part in the third Webinar on Management Research Publications of the International Federation of Scholarly Associations of Management (IFSAM) **, which was held recently with the online presence of researchers, editors and teaching and research institutions from different countries. The meeting underlined the desire of the Management research community for formats other than the academic article, such as books, teaching cases, and even audio-visual products and presentations, to be valued and encouraged as research products, in order to give more freedom to researchers in their choice of the means of publication, which can lead to greater reach and a more diverse audience. Although this is a growing demand among researchers, decision makers in educational institutions dealing with the determinants of what is good research performance are concentrating their criteria on the model based on the impact of top journals, which is delaying the growth of journals that have less impact on mainstream indexers, especially considering the time it takes for a publication to obtain an impact index rated as high on these databases. A potential change of course can be fostered, however, by accreditors taking eventual initiatives that are relevant to business schools for also assessing the production of knowledge by its social impact, as EFMD has indicated (EFMD / BSIS, 2020).

The requirement for a wider range of channels for disseminating Management research does not exclude scientific journals, of course, but advocates a lower concentration in journals that are classified as cutting-edge by the dominant criteria, and greater appreciation of niche journals, which are important for specific groups that produce and consume research with some degree of specificity, albeit endowed with relevance for different stakeholders. Even though journals with a historical regional impact may be generalists, such as *RAE* is, they fit in this group and would have more recognition by focusing on issues that are relevant to the environment in which they operate, such as the challenges faced by emerging nations and specific cultural aspects of Administration that concern objects of global interest because of the particularities and wealth of their contexts. The result could be a reduction in mimicry of the practices adopted by leading journals as far as it concerns the selection of themes and the prioritization of specific methods in assessment processes, giving them a more genuine relevance on the international environment, less anchored in the trends of more hegemonic publications that are a reference globally.

The IFSAM webinar also revealed that the number of article submissions around the world has increased in journals generally, as has happened with *RAE*, and that topics involving issues such as gender equality and social responsibility have been recurrent and growing in submissions to journals in the area. This may be evidence that researchers, everywhere, are committed to the social impacts of their research, like the UN's Sustainable Development Goals (2021), for example. This is something that may have intensified because of the delicate moment we are experiencing worldwide in the economic and social spheres, which have been strongly impacted by the

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pandemic. In this sense, research results need to be divulged urgently to a society that is interested and affected by the study objects of the Administration field, especially with regard to reaching those who may be agents for introducing relevant research results, known as the management practitioners in different types of organizations.

The super-specialized format for producing and writing the research that is published in journals is an old challenge in academia and it has been intensified by the emphasis on theoretical and methodological rigor and forms of communication. The problem is worldwide and has grown in Brazil with the adoption of rules and practices that have been instituted and strongly encouraged by research regulatory and incentive bodies since the end of the 1990s (Bertero, 2006c). The way of doing and communicating research tends to be restricted to academic researchers, as is the consequent interpretation of its results. *RAE's* own history as a journal and its transition at the end of the 2000s to a periodical that is more aligned with the globally recognized practices of academic publication is evidence of this (Mascarenhas, Zambaldi, & Moraes, 2011). As an illustration, a text mining analysis of the complete *RAE-eletrônica* collection from 2002 to 2010 carried out by Francisco (2011) shows that in this decade of transition and acceleration towards adopting the most popular practices of international publications, the main references cited in the articles came not only from *RAE* itself and from *ANPAD* meetings, but from international periodicals. The authors who published the most in the period were also affiliated with graduate programs that had the best evaluation from *CAPES*.

A pertinent and recurring question is whether periodicals should become super-specialized means of communication and restricted to a group of academic researchers – if indeed they are not already – and whether research should be delivered in other formats and media, such as books, mass circulation publications, and summarized audio-visual and digital content. Each piece of research would have to have a version specifically for publication in scientific journals, sealing its rigor and quality, and at least one other version aimed at practitioners and society in general. This alternative is debatable in terms of volume and feasibility, and even of potential results, but it certainly is of interest to scientific journals that want to be recognized beyond academia. An example is the fact that publishers allow authors to make available succinct presentations that are more palatable for practitioners, or even graphic representations of their articles on their communication platforms. It is not impossible that in the future such versions may even have to accompany publication in journals. The results in terms of impact on practice, however, are still unknown.

It is a fact, however, that researchers in Administration deal with real problems of organizations and work diligently, but publish their findings in media that are seldom visited by practitioners. One way of addressing this issue would be to include practitioners in research initiatives and execution, in co-creation processes, so that they are not addressed only as providers of access to the field, or as sources of information. They could make contributions to what is researched and how it is done because they are involved with the process (Mascarenhas et al., 2011). Perhaps, in this manner, they may recognize the value of research in a more natural way and make more intense and effective use of its products. This alternative may be a means of alignment with business schools' initiatives to offer research degrees with a professional emphasis that target management practitioners. The presence of these professional programs is increasing in recognized teaching and research centers, including in Brazil, which can be seen from the proliferation of professional Master's and even DBA programs.

There are many challenges to the future of journals such as *RAE* and their surrounding communities, and these challenges are are not simple. *RAE* has a history of local relevance, but face competitive disadvantages in terms of international insertion given the predominant global parameters of research assessment and its

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consequent incentives for researchers. Dealing with such challenges requires investment and collaborative work due to opportunities that are also opening up. In this context, it is difficult for a periodical supported by a business school to be competitive in a market in which professional publishers prevail. This situation – it should be emphasized – applies to most journals in the area in Brazil, because they are usually attached to and supported by graduate programs (Alencar, 2017). Publishers have professional teams, gains of scale, prestige and unique competences. Furthermore, they benefit from a business model by which authors produce content with rigor and serve as assessors to guarantee the quality of what their peers produce. But they do not benefit monetarily from the system because they are not remunerated or able to access the content without having to pay for it (or their institutions have to pay). This is uncomfortable for many researchers, although publishers are aware of this and are already joining discussions and initiatives that aim to provide a more equitable relationship in terms of contributions and rewards. One of these initiatives is the increase in the supply of free, open access, research content (Diniz, 2017), which, however, often comes up with questions regarding quality aspects and burdens authors or institutions with publication costs (Alencar, 2017). In this scenario, periodicals that do not have the broad professional structure of a publishing group will face increasing difficulties in maintaining themselves in the medium and long term, as will researchers in institutions and environments in which monetary resources are not abundant.

## TO WRAP THINGS UP

*RAE* has been a solitary star throughout its trajectory, but the long half-life of its articles has two facets: on one side, it shows the importance of the classic articles and authors that have been repeatedly cited, but on the other side, these citations are not considered when international indexers calculate their impact factor. This is the price paid for this decades-long trajectory. As we have shown in the previous sections, *RAE*, like other Brazilian journals, suffers from a lack of identity and the difficulty of being further included in the international scientific debate. Another aspect that should be highlighted is that, whereas in its trajectory *RAE* had solitary authors, the future of research increasingly calls for group efforts, as represented in this edition by a group of black and white women in order to highlight the often forgotten demographic and racial representativeness in Brazil. We can celebrate the fact that *RAE* has become more collaborative during its trajectory.

By opening up to the world more, and given the speed of its internationalization process, *RAE* and the Brazilian production in the area as a whole have come to be seen by a larger universe, which has certainly been facilitated by the adopted model of open access to its entire collection, in conjunction with the indexing and improvement of communication processes and being published in other languages. Even though as a result it has given up part of its identity as a space for constructing and disseminating a national thinking in Administration, it moves forward without relinquishing its vocation for social impact and the contribution it makes to several demands, such as the reduction of different inequalities, environmental and social sustainability, social inclusion, and social and economic development. Different researchers and editors in the world's academia are increasingly addressing these topics, whether in hegemonic axes or not. As a result, there is an opportunity for *RAE* and other comparable publications to assume responsibility for partly leading these transformations in the context of academic publication. The consequences of the pandemic that we are experiencing, many of which are still

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unknown, legitimize and encourage this path and are opportunities for the journal to strengthen its position as it paves a way to a more inclusive and conscientious world in the field of Management.

The path is not a lonely one, nor should it be, since it requires dialogue with different agents, such as publishers, sponsors, teaching and research institutions, the community of researchers, indexers, regulatory bodies, accreditors and other journals. Among researchers, the inclusion of management practitioners as co-creators and the legitimizers of the research and publication process is important for ensuring and expanding the relevance of articles and their integration with the growing number of professional research degree programs. With regard to the support of educational institutions, it will only be possible to envision a path that has a greater social impact on publishing in Administration if these institutions and their graduate programs embrace a greater diversity of periodicals and media that commit to this impact. This also depends on the support of Brazilian regulatory research agencies. If not, the efforts to unify and standardize information about research, institutions and authors will be biased and will run the risk of perpetuating the inequality of conditions between those publications that are global leaders and those that follow them. Reducing these inequalities can be seen as a goal for *RAE* and other Brazilian periodicals that can take advantage of favorable winds, such as the UN's Sustainable Development Goals, the DORA movement, and the potential of accreditation associations for assessing the social impact of institutions and their programs. But relying only on these favorable winds to do the job would be an illusion, so a lot of work lies ahead.

Over the years, *RAE* has been a pioneer, capable of reinventing itself and proposing innovations. The invited articles in this special edition show its strength and its inestimable role in building Brazilian academia in Business Administration. May the journal have a long life and celebrate its 120 years in the not-so-distant future.

## NOTES FROM THE AUTHORS

* We express our deep condolences for the many losses suffered and the damage done, not only in the academic community in Administration, but also in the country as a whole.

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## AUTHORS' CONTRIBUTIONS

The authors declare that participated in all stages of the development of the manuscript. From the conceptualization and theoretical-methodological approach, the theoretical review (literature survey), the writing, and final revision of the manuscript.

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# ARTICLES

**Invited article**
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# SIXTY YEARS OF *RAE*: A JOURNEY OF CRITICISM, RESISTANCE AND REINVENTION

*Sessenta anos de RAE: Um itinerário de críticas, resistências e reinvenções*

*Sesenta años de RAE: Una trayectoria de críticas, resistencias y reinvenciones*

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## ABSTRACT

This article reflectively deals with the course taken by the journal over the 60 years it has been in existence, based on the author's experience as someone who was been associated with *RAE-Revista de Administração de Empresas* for all these years. We deal with its beginning as a pioneering periodical of business administration that divulged concepts, theories and practices that are predominantly American in origin, until we reach today when it emerges as a journal that has left behind its generalist origin and has begun to emphasize areas such as Organization and Organizational Studies, Strategy and Human Resources or People Management. Initially as a journal that was identified with a business school, FGV EAESP, it became a Brazilian journal with its own authors, consultants and associate editors from other institutions, and today it is working to establish itself as an international journal that is published in Portuguese and English, and that deals with contemporary topics mostly from a critical perspective. The growing methodological sophistication of the journal and the topics it publishes are a far cry from the early years, when it was a journal we could consider to be provincial. There is no doubt that we have made progress. Congratulations and a happy 60 years to *RAE*.

**KEYWORDS** | Internationalization, management, critical, RAE journal, management theory and practice.

## *RESUMO*

*O artigo trata, de maneira reflexiva, do itinerário da revista ao longo dos seus 60 anos de existência, a partir da experiência do autor, que foi ligado à RAE-Revista de Administração de Empresas ao longo dessas décadas. Abordamos seu início como periódico pioneiro de Administração de Empresas ou Negócios, divulgando conceitos, teorias e práticas de origem predominantemente americana, até os dias atuais, em que emerge como revista que deixou para trás a sua origem generalista e passou a enfatizar áreas como Organização e Estudos Organizacionais, Estratégia e Gestão de Recursos Humanos ou Pessoas. No início, um periódico identificado com uma escola de Administração, a FGV EAESP, passou a uma revista nacional, abrigando autores, consultores e editores associados de outras instituições para, atualmente, laborar para fixar-se como periódico internacional, sendo publicado em português e inglês e atendo-se a tópicos contemporâneos majoritariamente de uma vertente crítica. A crescente sofisticação metodológica da revista e os temas publicados colocam-nos muito distantes dos primeiros anos, em que era uma revista que poderíamos considerar provinciana. Não há dúvida de que avançamos. Parabéns e felizes 60 anos à RAE.*

***PALAVRAS -CHAVE*** *| Internacionalização, management, crítica, Periódico RAE, Gestão-teoria e prática.*

## *RESUMEN*

*El artículo trata, de manera reflexiva, la trayectoria de la revista a lo largo de sus 60 años de existencia, a partir de la experiencia del autor, que estuvo vinculado a la RAE-Revista de Administração de Empresas durante estas décadas. Abordamos su inicio como una revista pionera de Administración de Empresas o Negocios, difundiendo conceptos, teorías y prácticas de origen predominantemente estadounidense, hasta la actualidad, en la que surge como una revista que dejó atrás su origen generalista y comenzó a enfatizar áreas como Organización y Estudios Organizacionales, Estrategia y Gestión de Recursos Humanos o Personas. Lo que al principio era una revista identificada con una escuela de Administración, la FGV EAESP, se convirtió en una revista nacional, albergando a autores, consultores y editores asociados de otras instituciones y, actualmente, aúna esfuerzos para consolidarse como una revista internacional, publicada en portugués e inglés y que se atiene a temas contemporáneos, en su mayoría de aspecto crítico. La creciente sofisticación metodológica de la revista y los temas publicados nos alejan mucho de los primeros años, en los que era una revista que podríamos considerar provinciana. No cabe duda de que hemos avanzado. ¡Felices 60 años a la RAE!*

***PALABRAS CLAVE*** *| Internacionalización, management, crítica, Revista RAE, Gestión teoría y práctica.*

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## INTRODUCTION: A LITTLE OF THE CONTEXT

*RAE-Revista de Administração de Empresas* was one of the first journals to deal with administration in Brazil. It was preceded by *Rausp Management Journal* of the University of São Paulo (*Universidade de São Paulo [USP]*) and by *RSP-Revista do Serviço Público*, which were founded in 1947 and 1937, respectively. *RAE* started in 1961 and is celebrating its sixtieth anniversary this year. As I twice had the opportunity and honor to occupy the position of director and editor of the journal, I was kindly invited by its current director, Maria José Tonelli, to write this article for this special issue.

The journal was the first to deal specifically with business administration. It was set up shortly after Getulio Vargas Foundation (*Fundação Getulio Vargas [FGV]*) took the initiative to create a business management school in the city of São Paulo in 1954. In launching a journal, the Sao Paulo School of Business Administration (*Escola de Administração de Empresas de São Paulo [EAESP]*) was looking to create a periodical that would consolidate its presence in the business and academic environment of São Paulo.

As the years and decades passed, the journal has become firmly established, and is now a respectable sixty-year-old, having undergone various changes. Parodying biology, in which living organisms are transformed over time and in interaction with their environments, *RAE* has been transforming as the result of its interaction not only with the São Paulo business and academic environment. It has also become a periodical that has a Brazil-wide reach and repercussion, and is currently moving towards establishing its reputation internationally in a world in which academia and companies have also become multilateral.

Overcoming any natural feeling of triumphalism, the moment is very opportune for us to take this opportunity to look reflectively at the journal and see to what extent the course of the periodical allows us to observe what happened in administration, and specifically in business administration, over these six decades. This is no small task, because the period we are considering was one in which the most transformations in human history occurred. It has already been pointed out that those who lived in the period between the Second Industrial Revolution, which began in the United States and England around 1880, and today have witnessed transformations in number and nature that have no precedent in human history.

Over the past century our country has undergone transformations that were the biggest and most important ever recorded in our history. From Portuguese America, Brazil became a parliamentary constitutional monarchy, followed by a presidential republic. These political changes were not marked by any substantial economic changes. When the First Republic began, Brazil still had an economy that was little different from what it had been in the colonial period. But the 20th century brought about substantial changes, not only in the economy, but especially in society and in politics. Not being a compulsive advocate of Enlightenment thinking, I believe that changes are not necessarily always better.

It is a well-known fact that we emerged economically over the past century to become one of the largest economies in the world. Today, we are part of the G20 and our GDP is among the largest, although sadly declining. *RAE* emerged during this moment of great strength and transformations in the Brazilian economy, whose growth was driven by industrial development, and FGV's School of Business Administration, which was home to the journal, was created to educate the new administration professionals who would be dedicating themselves to private or corporate administration, and specifically industrial corporations.

This article will follow a line of free reflection. Other texts have already dealt with *RAE* using different methodologies. I mention here the work by Favaretto and Francisco (2017), who used data mining methodology

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to reveal facts and relationships that neither the authors nor Ms. Tonelli (2018) expected, in which undertook a content analysis of material published by the journal and selected by the author. I used both works, and they helped me a lot to mature what I have written below. I could also not fail to mention the two texts I wrote on the occasion of the 45th and 50th anniversaries of *RAE* (Bertero, 2006, 2011).

*RAE* reflected on and took part in important changes in fields of knowledge and action, as is the case with Administration, which is still being shaped and is known to have a small and volatile theoretical heritage. This can be found throughout the pages of the journal. It started out with a very modest purpose from an academic point of view, which was to spread knowledge in the Brazil about a still emerging area, business administration. It was not concerned with being original - nor did it expect to be - or with presenting discussions about rigor and relevance. It was assumed that it would be relevant to publish things in Portuguese that, even if they did not add anything new to the field of Administration, had never been published in Brazil before. For many years this was reflected in the large number of articles that were almost always translated from English, and taken from American publications.

There was no concern with striking a balance between practical content that could be useful to administration professionals, and theoretical texts that were of more interest to us few academics who found ourselves in the country at that time. We must not forget that full time employment for teachers in federal public universities only advanced in the 1970s/80s, when it began to apply to a significant percentage of the professors. Full time jobs in private institutions were practically non-existent, with rare exceptions. For a long time, the administration professors among us were still professionals who dedicated a few hours a week to teaching, or later, teachers who earned their living exclusively from the teaching profession, but who, in order to survive, had to work frequently up to 40 hours a week in the classroom. None of this could characterize academic life as we understand it today.

## SOME POINTS ALONG THE WAY

Like most foreign journals dedicated to company or business administration, *RAE* started life with a generalist purpose. Even today. several of these journals are generalist in nature, such as the *Harvard Business Review*, the *California Management Review* and the *MIT Sloan Management Review*, but the trend is towards specialized periodicals. As a generalist journal, in the early years *RAE* published exclusively material on business administration, and the articles could be classified as fitting the various functional areas of administration. With due liberty, we can say that these areas were those defined by Fayol in his 1925 classic (Fayol, 1990).

Over the years *RAE* has never abandoned its generalist editorial policy, but has tended to favor some administrative areas or functions more than others. The clear tendency is to find a greater number of articles that focus on Human Resources, Organizations and Strategy, and fewer articles dedicated to Finance, Management Accounting, Operations, Production, Marketing and Informatics. In the journal's first twenty or thirty years, it could be said that professors in these areas focused more on the professional consultancy market, but this is no longer true after the 1990s, when graduate programs, especially *stricto sensu* programs, included professors whose priority was teaching and research in the areas mentioned.

FGV's School of Business Administration in São Paulo ended up offering an undergraduate program in Public Administration in 1968. We have, then, an experiment that was successful in keeping business administration and public administration under one roof. This led *RAE* to start publishing public administration material in the

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1970s/80s. But here an observation is appropriate. The publications and the very nature of the public administration courses at the school focused more on the formulation of public policy than on public management itself. These materials declined and practically disappeared from *RAE* as periodicals that were specifically aimed at the public area began to appear, such as the Brazilian Journal of Public Administration (*RAP-Revista de Administração Publica*), linked to the FGV's Brazilian School of Public and Business Administration (*Escola Brasileira de Administração Pública e de Empresas [EBAPE]*), which started in 1967, and *Organizações & Sociedade*, linked to the Administration program of the Federal University of Bahia (*Universidade Federal da Bahia [UFBA]*), which was launched in 1993.

Administration was not the only area to be published by the journal. Administration in Brazil has long been classified as an applied social science. There is no doubt that it is applied, but there are a lot of doubts and reservations among administration academics and, especially among social scientists, as to whether it is a social science. I do not think that economists, sociologists, social psychologists, anthropologists, political scientists or historians see Administration as a "sister" field; maybe a cousin, or even a second cousin for some. But as there is no denying the proximity, mixture and use of various social sciences in certain areas that are administrative matters for us, it has meant that many published articles can be seen as relating typically to the social sciences, and therefore could be published in periodicals that are specifically devoted to these respective social sciences.

But these very academic and even epistemological reasons for trying to establish limits and boundaries between the different sciences and areas of knowledge do not explain the political reason why *RAE* published social science articles for a certain period. I am referring here to the darkest period of the exception regime that was established in Brazil following publication of Institutional Act No. 5 (AI-5). The period was classified as one of blatant dictatorship (Gaspari, 2014), and among all the repression and disrespect for human rights that occurred it is worth remembering that there was a clear persecution of the social sciences, which made even the international academic community fear for their future in Brazil. It led to censorship and fear among authors and the editors of academic social science journals.

Because of FGV's "technocratic" stance, its schools and periodicals were relatively preserved during this dark time. This meant that *RAE* was able to publish material relating to the social sciences, specifically economics, which contained criticisms of the military government's economic policy.

This was a time in Brazil when the darkest period of the dictatorship coincided with the government's own proclamation of an "economic miracle," when the Brazilian economy registered unprecedented rates of growth of its GDP of more than 10% a year. But in this scenario, opposition to the regime had no outlets for expressing itself, since the all of the media, both spoken and written, was censored. It is appropriate to remind young people that in the 1960s/70s we did not yet have the Internet or the ubiquitous cell phones. Academic journals were also harassed by the regime's censors.

The journal published an economic article dealing with income distribution, which was the most trenchant criticism and perceived, at the time, as the only one that was made against the then economic policy, which was a relative increase in poverty due to the undeniable concentration of income.

The subject of income concentration is now a common subject in economic literature and that of other social sciences, and it even concerns liberal or neoliberal economists, but in the darkest period of the dictatorship the subject was considered to be clearly subversive, with all the connotations and threats that this adjective implied at the time.

After that moment had passed, and with the end of the dictatorship *RAE* continued concerning itself with social sciences. It started receiving articles that could also be published in periodicals dedicated to the various social sciences.

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Business Administration has been presented as arriving in Brazil from a decisive American influence. Much has been written and reflected upon among Brazilian authors with regard to the word "management" and what it means. We have even had bitter criticisms which preach abandoning once and for all American management and its repercussions, only to find those who defend it and see it as really welcome, and meaning rationality, efficiency, effectiveness and the promise of better quality management in the service of society.

Without getting into this debate, it would be wrong to take management as the only influence on the formation of an academic and professional field of Administration in Brazil. There have been other influences, and in particular those that came from Europe. In decreasing order of importance, we would mention the United Kingdom and France. The importance of France is reviewed in an article by Jean-François Chanlat that is being published simultaneously in *RAE*, and that deals with the French influence in our country. There is no denying that it was the greatest of the influences coming from Europe until the 1950s. The overwhelming influence of the United States was only felt from the 1950s/60s, and was linked to the might of that country as a world superpower. This movement also resulted in the triumph of the English language, which became practically a *lingua franca* for academia and professional use. French in Brazil quickly disappeared, and today it is no longer adopted as the main foreign language, even though French thinkers have an undeniable impact on the Brazilian Academy of Administration.

In the case of *RAE*, it is important to remember that the Organizations/Organizational Studies areas and the preparatory disciplines of Sociology, Economics, Psychology, Political Science and, more recently, Philosophy were taught at FGV's Sao Paulo School of Business Administration by Brazilian teachers who were educated entirely in Brazil in the respective areas. These areas in Brazil, and particularly in São Paulo, were introduced in higher education from French university missions that were based at the University of São Paulo from the 1930s/40s, that is, as soon as that university was founded. Therefore, the mark of a French education is present in Brazilian social sciences, and this is manifested in the predominantly critical articles published by *RAE*.

*EAESP* was analyzed as the result of a process started by an American mission from Michigan State University, which brought a concept of business management that identified entirely with American management, but that subsequently became hybridized as a result of French and English influences. (Alcadipani & Bertero, 2014).

*RAE's* governance also deserves attention. It started as an *FGV EAESP* journal, publishing material written almost exclusively by professors from the school. The universe of authors gradually expanded to include teachers from other Brazilian institutions. It was only from the end of the 1990s that the question clearly arose of expanding the journal's horizon and making it part of an internationalization project. This led to a debate and, finally, to publishing texts eventually in English. We now have a bilingual magazine, in which all the published material appears in both Portuguese and English.

Also with regard to governance, at the end of the last century the journal created an editorial board, which also comprised members of other institutions, both Brazilian and from other countries. For a long time, the journal had only one director, who was also the editor and responsible for managing it. He was supported by professors who acted as consultants, gave their opinions and suggested publication or rejection. They were the predecessors of the current referees, who play a more complex role and can often also become the anonymous co-authors of much of what is published. In this line, the journal adhered to international practice, which arrived in Brazil at the end of the last century, of submitting all the material to be published to at least one double blind review. Referees included professors from other Brazilian and foreign institutions.

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## IN CONCLUSION: *RAE* TODAY

What is *RAE* today? It is an important Administration journal that is not necessarily linked just to business administration, but also includes social or third sector organizations, and sometimes articles from the social sciences that border on Administration, or that are used by Administration as analysis tools and sources of inspiration. In the classification of journals carried out by Coordination for the Improvement of Higher Education Personnel (*Coordenação de Aperfeiçoamento de Pessoal de Nível Superior [CAPES]*), *RAE* has an A2 ranking, which recognizes it as an international-level journal. Although I have no information on the selection process or the number of submissions versus publications, I conclude it must be high, reaching more than a dozen submissions for each article that is published. This indicates the journal's prestige and the search by members of the academic community to be published in its pages.

Editorially too it has been updated, and the editor-in-chief has now been joined by a group of associate editors who not only help her with the large number of submissions, but also became necessary due to the specialization of the area and the impossibility of a single person to dominate the broad spectrum that today constitutes the Administration/Management area.

Certainly, *RAE* can be seen as reflecting and simultaneously participating in the creation of an academic field of Administration and, in its origin, also influencing the practice of administration by addressing the community of administration professionals (Tonelli, 2018). It is a truism, but needs to be said; recognizing that the Administration area had undergone many transformations, as a consequence and given all the changes that had occurred, *RAE* ended up adopting options in terms of its own content.

An important change in the area was the increase in the distance between academia and the world of administration professionals. This led to an unnecessary dichotomy between rigor and relevance. But we must recognize that this is a difficult and serious problem, that an area that is intended to be practically and academically considered an applied social science should face such a situation. In the applied areas let us take Engineering, Medicine, Dentistry, for example; one cannot conceive of a brilliant academic who is not equally a competent practitioner of what they teach and research. No one can imagine a chest surgeon who had never performed surgery, or a gynecologist who had never touched a woman. At this crossroads and faced with the inevitable dichotomy, *RAE* is today less involved with practice and applications than it was in the early decades of its existence. It must be recognized that this occurred because of the guidelines of the authors, and also because of the pressures that arose in the area, in which the assessment criteria of scientific periodicals ended up being an important factor in the construction of the gap between theory and practice.

When it first started being published, the journal sought to put together issues that were balanced, with articles and reviews that covered the various functional areas of Administration. There was tendency for this to disappear with articles that concentrated more on some areas (Organizations and Organizational Studies, Strategy and Human Resources) than others. There was also a concern with producing an edition with topical issues, which led to Forum being produced, but which is not published on a regular basis. It depends on a decision by the director in charge, by the associate editors, or as the result of initiatives by academics who volunteer to coordinate a specific topic. But when all is said and done, *RAE* is nowadays a journal that focuses less on practice or management, and more on the publication of material that fits what is required for it to be classified and ranked as a scientific journal according to international standards. Clearly what is practical, applied or managerial has lost a relative amount of space in the periodical.

I believe that few would disagree that Brazil is an anachronistic country, and that *RAE* during the first twenty years of its existence could perhaps be seen as a journal that did not necessarily publish pioneering material; it

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mimicked what came from outside, mostly from the United States. Since the end of the last century, *RAE* has ceased to be a journal subject to anachronism to become a publication that divulges contemporary topics, problems and issues in Administration. This is also reflected in the care it takes with the methodologies it uses to produce the articles that are published and on the topic. In fact, I think it would be no exaggeration to say that the first issues are historical documents and testimonies, which can also be understood as the cracks through which we get glimpses of a museum of Administration.

The journal went international, and internationalization became part of Brazilian educational policy. Government programs and the assessment criteria generated by *CAPES*, National Council for Scientific and Technological Development (*Conselho Nacional de Desenvolvimento Científico e Tecnológico [CNPq]*) and other state and local organizations that foster research also pressed and are still pressing for internationalization. This includes journals as the front line in this process. *RAE* started publishing material from foreign authors, included professors from other countries as referees, appointed foreigners to its Editorial Board and organized Forums which foreign authors and organizers took part in. Internationalizing, however, is no easy task for a periodical from a country that is still seen as peripheral rather than central in current international stratification, while Portuguese is a barrier to this process. Portuguese is one of the most widely spoken languages in the world in number of speakers, most of whom, however, are functionally illiterate. Portuguese is clearly not a language of culture, which is understood as a language that is learned regardless of the interest that one may have in the history, literature or culture of those who speak the language. But *RAE* overcame this barrier by becoming a bilingual journal.

An important characteristic of *RAE* today is that one of its distinctive features is publishing articles that are of a critical nature. The hybridization of the school of which it forms part ended up marking the journal. Before the direct influences from Europe in opposition to or complementing the American influence, depending on the case, existed, the journal already had collaborators who were clearly for critical content. Authors such as Henrique Rattner, Mauricio Tragtenberg, Fernando Claudio Prestes Motta and Luiz Carlos Bresser-Pereira published works in the first two decades of the journal's existence. This trend has become stronger over the years, and today we can say that a distinctive feature of the periodical is that it adopts a critical stance and publishes content that fits the presentation we found on the website of the Critical Management Studies Division of the Academy of Management (CMS).

From its origins until recently, the Academy of Management was undoubtedly American and a messenger for mainstream American management. But the Academy gradually changed and started internationalizing, and while today it still bears traces of its origin, it already includes people from all over the world. It was in this way, being receptive to authors from other countries and cultures, that it also began to include on its various committees and in events, people who distanced themselves from, and even opposed, the so-called mainstream. In this context, it ended up moving towards the creation of a division that would involve Academy participants who represented the various critical trends. Another development was the creation of a critical space in the various journals published by the Academy of Management. *RAE,* however, was a pioneer in critically debating the principles and practices of Business Administration.

The list of topics that belong to a critical approach to Administration and Management includes gender issues, with an emphasis on feminism-specific topics, which looks for equal conditions between genders, and deals also with issues of homosexuality and transsexuality. These topics involve the participation of women and the LGBTQ + question in the world of Administration. Although progress has been made, there is a strong prejudice against accepting these groups in positions of command, both in the executive line and in advisory services in organizations.

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The journal presents articles that criticize the business world, especially the way in which large corporations are currently managed, the primary focus being on shareholders, while at times considering other stakeholders, such as employees, consumers, suppliers and the community.

As the backbone of its strategies, favoring shareholders can result - and has resulted - in practices that do not necessarily contribute to social well-being and sustainability over the medium and long terms, whether of society, the ecological environment, or the companies themselves and the economic system.

This critical posture has adopted an attitude of reservation and contestation with regard to organizational theories and business strategies that rely mainly on functionalist sociologies and liberalizing economic doctrines. The critical approach has not spared the globalizing project, which has led to recent approaches, such as post-colonialism, being adopted.

It is also worth observing the critical approach of the Human Resources or People Management area, which has guided many of *RAE's* publications in recent years. There is great reservation with regard to the treatment of human beings as production resources, and it has called for opposition to the concept of managing resources, rather than people. This leads to relationships between superiors/subordinates and between peers in the workplace being reviewed, and there is clearly also the issue of ethnic and cultural minorities. When this area of people management is viewed critically, it is possible to observe the interface between various prejudices as being an obstacle to careers and promotion, salary discrimination, and discrimination in the selection and performance evaluation processes against ethnic, cultural and gender minorities.

All that remains for me to say in concluding is that we can only compliment the current board of *RAE,* its associate editors, those who have collaborated as referees, the management of the journal and the many authors who have written for it so that the journal could exist and continue to exist for the last 60 years. May it continue to express and shape the paths of management for a long time into the future.

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## AUTHORS' CONTRIBUTION

The author declares that participated in all stages of the development of the manuscript. From the conceptualization and theoretical-methodological approach, the theoretical review (literature survey), writing and final review of the manuscript.


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# ARTICLES

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# AFTER CAPITALISM, DEMOCRATIC MANAGERIALISM

*Depois do capitalismo, o gerencialismo democrático*

*Después del capitalismo, el gerencialismo democrático*

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**ABSTRACT**

Since the late 1970s, capitalism has experienced a regressive stage – neoliberal rentier-financier capitalism – and, since 2008, it has entered a terminal crisis. Capitalists have ceased to control the process of capital accumulation and innovation that used to legitimize them, and capitalism has stopped producing economic development and human progress. In its place, a new social organization is emerging that the author calls "democratic managerialism", in which the class of managers or technobureaucrats has regained strength and come to constitute the nucleus of the new dominant class coalition. At the same time, democracy has been facing authoritarian challenges well and it is possible to predict that it will deepen into democratic managerialism.

**KEYWORDS** | Capitalism, neoliberalism, managerialism, democracy, human progress.

***RESUMO***

*A partir do final dos anos 1970, o capitalismo experimentou uma fase regressiva – o capitalismo neoliberal financeiro-rentista – e, desde 2008, entrou em crise terminal. Os capitalistas deixaram de controlar o processo de acumulação de capital e inovação que os legitimava, e o capitalismo deixou de produzir desenvolvimento econômico e progresso humano. Em seu lugar, está surgindo uma nova organização social, que o autor denomina "gerencialismo democrático", no qual a classe dos gerentes ou tecnoburocratas voltou a se fortalecer e a constituir o núcleo da nova coalisão de classes dominantes. Ao mesmo tempo, a democracia vem enfrentando bem o desafio autoritário, e é possível prever que ela se aprofundará no gerencialismo democrático.*

***PALAVRAS-CHAVE*** */ Capitalismo, neoliberalismo, gerencialismo, democracia, progresso humano.*

***RESUMEN***

*Desde finales de la década de 1970, el capitalismo experimentó una fase regresiva – capitalismo neoliberal financiero-rentista – e, desde 2008, ha entrado en una crisis terminal. Los capitalistas dejaron de controlar el proceso de acumulación de capital e innovación que los legitimaba, y el capitalismo dejó de producir desarrollo económico y progreso humano. En su lugar, está emergiendo una nueva organización social que el autor denomina "gerencialismo democrático", en la que la clase de gerentes o tecnoburocratas nuevamente se fortaleció y constituyó el núcleo de la nueva coalición de clases dominante. Al mismo tiempo, la democracia ha enfrentado bien los desafíos autoritarios y es posible predecir que se profundizará en el gerencialismo democrático.*

***PALABRAS CLAVE*** */ Capitalismo, neoliberalismo, gerencialismo, democracia, progreso humano.*

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Sixty years ago, in May 1961, RAE's first issue was launched. Two years earlier, I had been hired, through a competition process, by Fundação Getulio Vargas's Sao Paulo School of Business Administration (*Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas [FGV EAESP]*) and then written my first paper. It was an assignment that the members of a mission from Michigan State University gave to new faculty who were going to the United States for their MBA. My paper, written in English, *The Rise of the Middle Class and Middle Management in Brazil* (Bresser-Pereira, 1962), was my first venture into the issue of the emerging managerial or technobureaucrat class, and was also an analysis of socialist revolutions' distortion towards statism. My essay should have been published in RAE's first issue, but its first editor, my dear late colleague Raimar Richers, was too emphatic about the scientific method and thought my work "lacked sufficient empirical basis". We were in March 1960, I was about to leave to the United States; when I got there, I submitted it to the Journal of Inter-American Studies, which published it without requiring any changes. The issue of the emergence of a third class in capitalism was widely discussed at the time and had its big moment with James K. Galbraith's (1968) book, *The New Industrial State*, where he argued about the emergence of the "technostructure".

The 18 months I spent in the United States were of intensive studies. I was then so impressed by that country's development – not only economic but also political development. The United States were then the richest and most powerful country in the world, and the standard of living of all classes did not cease to increase; they were a white, cohesive society that was beginning to firmly confront racism and the *Apartheid* system; not only were they the model of economy, but also the model of democracy for the world. My wife Vera Bresser-Pereira and I had the opportunity to watch on TV the famous early presidential debates in which John Kennedy and Richard Nixon faced each other; both were brilliant politicians who, in their debate, agreed on everything, showing how integrated the American society was at the time.

Today's picture is a very different one. The United States are still the most powerful country in the economic and military spheres, but it is losing its hegemony to China. It is a country stuck in an inefficient economic liberalism that, since 1980, has been the main cause of very low growth rates, a huge increase in inequality and stagnation in the living standards of its poorer half. It is a society that has lost cohesion, has ceased to share beliefs and goals. It has a political system where democracy has deteriorated and is no longer a model for anyone, in a plutocracy that elects politicians with no real popular support and which has opened the opportunity for right-wing populist politicians to become presidents – an unimaginable thing 60 years ago.

What happened in this while and brought the United States to this decadence? The new historical fact that brought the great country and, along with it, a good part of rich capitalism to crisis in the last 12 years was the Neoliberal Turn that took place in the United Kingdom and the United States around 1980, with the election of Margaret Thatcher and Ronald Reagan to the leadership of both countries. It was a wrong choice from the economic point of view; the United States, which have always been a developmentalist country (though its politicians had a liberal discourse), which kept high customs duties until 1939 (the industrial policy that defines a regime of developmentalist economic policy), suddenly changed the course radically to adopt an economic liberalism that is incompatible with its own economic development. It was a wrong choice in the social sphere as it entailed increased inequality, and in the political sphere as it meant the change of republicanism for an individualistic political liberalism.

While political liberalism sees freedom just as the individual's right to do as he pleases provided it is not against the law, republicanism sees it as a goal to be achieved by society and as a duty of its political leaders to defend the public interest even if it counters their own interests. That was the view of public affairs that guided

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the founding fathers at the time of their independence. They combined in a dialectical manner two opposing ideologies, i.e., republicanism and liberalism. J. G. A. Pocock (1975) demonstrated this in his definitive 1975 book, *The Machiavellian Moment*. Such republicanism was still strong in the 1960s United States and it moderated liberalism. I give only two examples related to President John Kennedy: his famous line "Ask not what your country can do for you – ask what you can do for your country" – and the book he published five years before he was elected president, when he was a senator, *Profiles on Courage*, in which he chose eight senators to tell their stories, basing his choice on the sole criterion that each of them, at some point in their political life, had the greatness to adopt the policy they deemed in line with the interests of the American nation, though the political forces that elected them opposed it. With the neoliberal turn, republicanism was forgotten and the American society was put at the mercy of an inefficient economic liberalism and a reactionary political individualism.

## STAGES OF CAPITALISM

To understand capitalism, I divide it into four stages according to their dominant class: Merchants' Capitalism, Entrepreneurs' Capitalism, Managers' Capitalism and Rentiers-financiers' Capitalism. For this periodical division, I take into account Great Britain and France, the two countries that experienced all four stages.

The first stage, Merchants' Capitalism, covers from the 16th to the mid-18th centuries and marks the transition from feudalism to capitalism. In this stage, the Capitalist Revolution – the formation of the nation-state and the industrial revolution in both countries – took place. The second stage, Entrepreneurs' Capitalism, took place between the early 19th century, when the Industrial Revolution ended in England and France, and the 1929 crisis, which demoralized economic liberalism; it was the capitalism that Adam Smith and Marx analyzed, the former saluting its emergence and emphasizing the market's role in its coordination, the latter defining it as a mode of production based on capital accumulation with incorporation of technical progress, and criticizing it.

Still in this stage, in the late 19th century, the Second Industrial Revolution, which I call the Organizational Revolution, takes place in the United States and begins the third stage – i.e., Managers' Capitalism. Private managers emerge in large private-sector companies and, combined with an also increasing public bureaucracy, form a new class of managers or the technobureaucratic class. Managers thus begin to replace entrepreneurs in running companies. It is the stage where the United States are the hegemonic power, and capitalism ceases to be liberal to become developmentalist or Keynesian – it comes to imply a moderate intervention in the economy by the State. It also becomes social democratic, since in this stage we have the Welfare state, especially in Europe. It was, finally, the stage in which capitalism experienced its great moment – the Golden Years of Capitalism – a period of strong growth, financial stability and decrease in inequalities.

Despite these good results and the important fact that the managerial class was far from having exhausted the contributions it could give to economic growth, a moderate economic crisis, in the 1970s, involving a drop in the profit rate and the emergence of stagflation in the United States, enabled the neoliberal turn. Hence we have Rentiers-financiers' Capitalism or Neoliberal Capitalism, in which entrepreneurs are replaced by rentiers, now in the ownership of large companies. Capitalism returns to economic liberalism as "financiers" rise to power and, speaking on behalf of rentiers, set up a war not only against public bureaucracy, but also against the private managerial class. Private-sector senior executives could not be expelled from the coalition of classes because they ran the large companies, but they became stockholders' favorite adversaries. And financiers are also managers,

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usually with an MBA or even a PhD in Economy, who took the lead in managing financiers' wealth and began to play the role of organic intellectuals of neoliberal financier-rentier capitalism.

In order to legitimize economic liberalism, these financiers resorted to neoclassic economic theory – an economic theory that, since the neoliberal turn, regained dominance in universities and purports to provide "scientific" foundations for neoliberal ideology. This stage, by excluding the State and trying to make the market the only economic coordination institution in capitalism, will be characterized by low growth, high financial instability and a brutal increase in inequality. For this reason, unsurprisingly, it ends early, with the great 2008 financial crisis. Since then, economic liberalism is increasingly demoralized; rich economies grow very slowly, central banks issue money to reduce the interest rate which becomes negative, characterizing a "secular stagnation", and also to fund public spending during the COVID-19 pandemic, without raising demand and inflation. Since Donald Trump's election in the United States and the Brexit referendum in the United Kingdom, both events taking place in 2016, right-wing populism emerged as an irrational reaction to neoliberalism's failure, particularly its inability to tackle the problem of unemployment caused by the failed competition with China. Because the previous three stages were always "progressive", in the sense that they led capitalism to advance in terms of economic, social and political development, and because rentiers-financiers' neoliberal capitalism was a period of serious regression, perhaps it is better not to consider this a true stage of capitalist development, but a mere reactionary deviation.

## A human construction

In the book I am writing, *Rentiers-financier's Capitalism and After*, I criticize left-wing analysts who cannot distinguish neoliberalism from capitalism and who reject any idea of progress in capitalism, criticize it and foresee its imminent collapse – see, for example, Dardot e Laval (2009). A similar mistake is to say that neoliberalism is "the true face" of capitalism and that the Golden Years would have been an exception. That is, for example, the argument used by Wolfgang Streeck (2011) when he claims that "it is not the *trente glorieuses* but the series of crises which followed that represents the normal condition of democratic capitalism" (pp. 5-6). That vision would make sense if we understood capitalism as a "natural" phenomenon, rather than the result of a social *construction*; if we believed that humans were but puppets in a historical process where human will and action are absent. That is a mistaken naturalization of history. It ignores that capitalism is a form of society regulated by two main institutions – the State and the market – which, like all institutions, were built by humans. One may say this construction is, in part, "unconscious". Indeed, Marx and Engels, with historical materialism and the concept of ideology, gave an important contribution to the understanding of human societies and their development. But even in their time, and certainly even more today, humans have had political goals they incorporated into institutions – particularly in the greatest of them, the State.

The modern State is the constitutional-legal system and the organization endowed with coercive power that sustains it; it is the nation's main collective action instrument. At least since the three revolutions that founded the modern State – the Glorious Revolution, the American Revolution and the French Revolution – the modern State is the institution that emerges with capitalism to define and ensure the fulfilling of the final political goals (safety, individual freedom, improvement in living standards, social justice and environmental protection), as well as the instrumental goals (an autonomous and democratic nation-state) that modern societies have defined for themselves since the 18th century. Capitalism was the first mode of production to experience economic development and "human progress", which I define as the historical process through which each nation advances in realizing

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those goals. Thus, capitalism, today, is not a natural form of society, but a social organization formally oriented towards realizing those political goals, it is the first mode of production in which there has been economic development and some human progress. A limited and unsatisfactory progress, but one that cannot be ignored.

The nation-states that exist today are, therefore, the result of the nation's collective action to create a better political society. In this process, individuals and organizations defend their own interests as if they were the interests of all, and, consequently, nations many times experience historical regressions. After all, however, the dialectical vector not only of class interests and political agreements, but also of republican and solidary principles, which equally guide human action, results in human progress.

The previous section of this article is a summary of the first chapter of the book I am writing, *Rentiers-financier's Capitalism and After*, in which I discuss the economic and political regression that neoliberal capitalism has represented since 1980, and show that, since 2008, it faces a terminal crisis. I then wonder what is to be expected next, and my answer, in the last chapter, is optimistic. I propose that a new form of social organization is emerging which I call "democratic managerialism". Before I started writing the book, I was a critic of those who said capitalism was dying; what is dying, I replied, is neoliberal capitalism. However, I revised this position when I convinced myself that the capitalist class and capitalism had exhausted their ability to promote economic development and, more broadly, human progress and, eventually, I saw hints arising which indicate the emergence of a new form of social organization subsequent to capitalism which I call "democratic managerialism". This social formation is not a stage of capitalism, but a new mode of production that develops when the bourgeoisie is replaced by the capital accumulation process' professional class. The dominant class will now be the public and private managerial class. In the new coalition of classes, the capitalist class will have a secondary role as the control of capital accumulation is being transferred faster each day from capitalists to the managers of large private-sector companies, while the economic policy decision-making that boosts or prevents this accumulation goes to the hands of professional politicians and public servants.

From this point, I summarize the last chapter of the book. I argue that the democratic managerialism that is emerging will be managerialist because the leadership in the investment process has moved from the capitalist to the managerial class; it will be democratic because democracy was a historical achievement of the working and middle classes in the most advanced capitalist countries at the turn of the 20th century, and became a political regime that has consolidated in these countries. When threatened, as it has been for 40 years by neoliberalism, which is authoritarian, and more recently by right-wing populism, it shows strength and resistance, and thus grows stronger.* Not only is democracy not dying, it is thriving and will define the new social organization. Democratic managerialism is unlikely to be as progressive in this first stage as the Golden Years of Capitalism were, because the problem of competition in developing countries has not been solved and continues to pressure wages in the richest countries. But, since I foresee that it will be developmentalist, it may lead the more advanced countries to resume growth and increase their living standards.

## Republican, social and developmentalist democracy

When Marx analyzed capitalism, the new capitalist class shared power and privilege with the decadent aristocracy. For him, this would be the first and the last stage of capitalist development, because soon the decline in the

* I proposed this argument in the essay published by *Lua Nova* in 2020, *Não é a democracia que está morrendo. É o neoliberalismo que fracassou*. [It Is Not Democracy That Is Dying. It Is Neoliberalism That Has Failed.] (Bresser-Pereira, 2020).


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profit rate would determine economic collapse, while a socialist revolution would mark the end of capitalism. Instead, what happened at the turn of the 20th century was the Organizational Revolution, which originated the first managerial class, and, with universal suffrage, the Democratic Revolution, which gave some power to the people to defend their interests. He also did not foresee that, once the Industrial and Capitalist Revolution had been carried out by each country, this would bring about sustained economic development, increased living standards and change in the strategic factor of production from capital to technical and organizational knowledge

The logic of emergence of a new social organization is linked, today, on the one hand, to the demand of modern societies for human progress and, on the other, to the fact that the advance of democracy has been making the people heard to a greater extent. Capitalism became the dominant form of organization in all modern societies when it proved more capable of generating wealth and increasing living standards than feudalism and slavery and, later, capable of adapting to the emergence of democracy. But it has always been a mode of production marked by inequality. Now, after the 1980 neoliberal turn and the 2008 crisis, when economic inequality is hitting all-time highs, capitalism cannot seem to be able to generate a satisfactory growth rate, let alone reverse the neoliberal income concentration process, and it shows little capability to control climate change. It is thus becoming evident that capitalism has exhausted its ability to promote human progress. On the other hand, capitalist elites have lost control of capital accumulation. Third, the working and middle classes' outrage at the poor economic results increases conflicts and political polarization more each day. Fourth, it is not clear to political actors what the way out will be, but hints begin to emerge of how the social organization will be which will be born from this generalized crisis.

Capitalism is a dynamic mode of production in which a coalition of classes dominated by the capitalist class runs the process of economic development. Today, however, the capitalist entrepreneurs who still exist have lost economic and political power. The solution to this difficulty, which I have been discussing with myself for some time now, is a postcapitalist solution. I have argued in the book that we could only foresee the end of capitalism if an alternative were to arise. Democratic managerialism should be that alternative. It should be a managerial social formation because the managerial class will be the dominant class; democratic because a certain type of manager, the democratically elected professional politician, will have their legitimacy and political power expanded.

The democracy that initially resulted from the Democratic Revolution was a minimal democracy (guarantee of the Rule of Law, civil rights and universal suffrage), but, since then, democracy also spread into middle-income countries, and the quality of democracy tended to improve. In this political and economic development, democracy became a universal value, not only a form of government but also a progressive ideology.

Today, democracy is the only political regime that possesses social legitimacy. It is instrumental for achieving the political goals that modern societies have set for themselves. In the early 20th century, the first form of democracy was elite democracy or liberal democracy; after World War II, especially in Europe, democracy became republican, social and developmentalist; it became republican because a significant number of citizens and politicians began to act civically rather than liberally, because they prioritized the public interest rather than their own particular interests as assumed by liberal individualism; it became social because, in addition to civil and political rights, social rights came to be considered, and the welfare State emerged; it became developmentalist rather than liberal because it saw in the State's moderate intervention in the economy an instrument for economic development and human progress, rather than seeing the State as a mere warrantor of property and contracts. Although the transition to a participatory democracy moves slowly in the most advanced democratic countries

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such as Denmark and Switzerland, my forecast is that democracy will continue to progress because the pressure by the working and middle classes for more political participation will continue to deepen.

In recent years, as neoliberal capitalism was drawing to an end, it produced the right-wing populism expressed, in 2016, in Donald Trump's election in the United States and in the Brexit referendum in Great Britain. The reaction of society and of democratic institutions to this threat has shown that democracy is a definitive achievement of humanity.

## New historical facts behind democratic managerialism

What are the new historical facts behind the emergence of democratic managerialism? I propose four, of which the failure of neoliberal capitalism is the first and most obvious one. The other three are the rentier class' inability to rule; the rise of the professional class whose potentials had not yet been exhausted when, in 1980, the neoliberal turn evicted them from the ruling coalition; and the strengthening of democracy, which, under the threat of neoliberalism and, more recently, right-wing populism, shows it is the main political achievement of the working and middle classes.

Poverty or the lack of governance capability on the part of the rentier-financier classes is our second new historical fact. In the three previous stages of capitalist development (the mercantilist, industrial and managerial stages), Marx's prediction that the holders of capital would keep control of society once the country became totally capitalist was confirmed. In all three stages, the capitalists (merchants, entrepreneurs and managers) were not mere privileged profiteers; they played a leadership role in the production process. They were not simply rich people becoming richer and richer. They were also a kind of delegates of society in charge of leading the process of capital accumulation and innovation on which economic growth depends. It was their fundamental role in capitalist development that justified and sustained their power and wealth. That is not the case with rentiers, who either are idle recipients of incomes passively associated with financiers or are also financial speculators. They have no justification for their power and earnings, but because they are the holders of capital, they continue to be the dominant class. This, however, is not a sustainable condition, and it is one of the explanations for why neoliberal rentiers-financiers' capitalism was short-lived – it thrived for 28 years only. It is an essential argument behind my assertion that, in the new form of social organization that is growing, the holders of capital will not be the dominant class. While capitalism was entrepreneurs' capitalism, capitalists were central to the development process; it lost part of its functionality when, in managers' capitalism, the managers replaced the entrepreneurs in managing private-sector companies; it lost all support when idle rentier capitalists replaced the entrepreneurs in the ownership of large companies. Rentiers and financiers are not committed to economic development. They are an idle capitalist class interested in short-term dividends, interests and real estate rent, and not in the long-term expansion of large companies. The exception is the third members of the neoliberal class coalition – the senior executives who run private-sector companies. But in the new social organization, from its early stage, they will have the central role in the capital accumulation process: in neoliberal capitalism, their actions are permanently hindered by rentiers and financiers.

This poverty of coalition of rentiers-financiers is critical because ruling modern societies is an extremely difficult task. If economic liberalism produced growth, ruling nation-states would be a relatively simple task. All governments would have to do is to guarantee social order and keep the fiscal account balanced; the market

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would take care of the rest. But we know that this "invisible hand" does not exist. Adam Smith's "invisible hand" metaphor only makes sense when we are not talking about the whole economic system, only about the competitive sectors in the economy. The markets are unable to coordinate the non-competitive sectors in the economy, the five macroeconomic prices, external current account, income distribution, as well as basic education and health care; these sectors should be coordinated by the state, despite the deficiencies involved. The neoliberal claim that the State's failures are worse than those of the market does not apply, not because these sectors involve market failures, but because the market is relatively absent, and it makes more sense to put them under public management. Neoliberals reject this argument because they expect from the market much more than it can do. They expect the market to coordinate sectors where there is no competition or the existing competition is essentially biased, as with the five macroeconomic prices. Ruling nation-states, contributing for human progress and world peace are the noblest actions that humans are called on to take. Ruling is a very difficult task that requires experienced and competent politicians, ideally endowed with republican virtues; politicians who continuously reaffirm the nation's main values and beliefs and are able to reinterpret them whenever new historical facts so require. Few politicians have these qualities. They may be progressive or conservative, liberal or developmentalists, but they should be republican and politically competent.

Our third new historical fact behind the rise of democratic managerialism is the fact that the managerial class had not exhausted all of its potentials when the neoliberal turn reduced their political power. The rise of a narrow liberal financier-rentier class coalition interrupted the managerial class' secular emergence, but that interruption was not and could not be definitive. While, in the neoliberal stage, capitalist entrepreneurs lost centrality, two managerial groups remained associated to rentiers – financiers and large company senior executives. Now, in the emerging democratic managerialism, the professional class will have the opportunity to lead the whole system. Not only the private managerial class, but also the public one and, within it, professional politicians.

Finally, the fourth new historical fact that explains democratic managerialism is democracy's resilience, in that it has survived and thrived for the last 40 years, when it was attacked by neoliberalism, which is intrinsically meritocratic and authoritarian, and, more recently, by authoritarian right-wing populism. While liberalism is a capitalist ideology that was born with the emergence of nation-states and national markets, democracy is an ideology and a form of government founded on the working and middle classes, which the bourgeoisie and liberalism rejected for a long time with the argument that democracy would be the "tyranny of the majority". The bourgeoisie and liberalism were pro the rule of law and civil rights, which are a condition for democracy, but a minimally defined democracy is only reached when these rights are accompanied by the basic political right – universal suffrage. Democracy was a popular achievement that was only accepted by the bourgeoisie after a long political struggle by socialist parties and middle-class intellectuals pro universal suffrage. Nearly the entire 19th century was necessary before the capitalist class could feel relatively assured that the victory of socialist parties in general elections would not lead to their expropriation and the implementation of socialism. It accepted democracy, but built a broad system of "safeguards" – laws that established strict constitutional limits to democracy: a clear division of powers and the need for a qualified majority to change the Constitution. And practical limits to the right of the people: the possibility of funding politicians in elections, or simply bribing them, the control of media and the subordination of unions to strict laws.

Later, even the dominant classes in modern capitalism – the capitalist class and the managerial class – came to view democracy as their favorite regime, firstly because both social classes are large, diverse classes whose members need rules to regulate their ambitions and reach political power. Secondly, because authoritarian

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governments are usually subordinate to the capitalist class, but may be simply arbitrary governments who ignore not only the rights of the people, but also those of the elites.

### Market society without a dominant capitalist class

Democratic managerialism assumes a market society without a dominant capitalist class; it assumes a social formation where we will continue to have private property of the means of production, profits and wages are the two main revenues, and the state and the market coordinate the economic system. We cannot, however, call this social formation capitalist because the capitalist class has lost control of the capital accumulation and innovation process. Some will say it is impossible to think of a society where capital and market are present, but the capitalist class ceased to be the dominant class; or where the previous dominant class lost power, but the new social formation continues to mistakenly bear its name. There is, however, a historical precedent for this type of situation. The aristocracy gradually lost its military power over the long period in which the bourgeoisie emerged. In this historical process, we arrived at mercantilism, which was already the first stage of capitalism but continued to be seen as a stage of the *ancien régime* – the aristocratic regime of absolute monarchies. Now, after about 100 years of rise of the managerial class, in which the bourgeoisie gradually lost control of the capital accumulation process, it is hard for us to see the emergence of a new social organization. In the most developed societies, which are the main object of this study, the rise of the managerial class regains momentum, the bourgeoisie remains rich, but it has lost is main role to senior executives and elected and non-elected public servants.

At the same time, we can see democracy growing stronger as it has resisted the attack of authoritarian neoliberals and is now repelling the attack of right-wing populism. In this scenario, the people and the more educated portions of the middle class are gaining political influence and may seize this opportunity to advance democracy, on the one hand, by making it representative of popular demands, and, on the other, by making parliament less dependent on rentiers' and financiers' interests, and its members more committed to an economic policy of responsible development.

## CONCLUSION

Democratic managerialism will keep many characteristics of capitalism – profits and capital accumulation, wage labor, market coordination of competitive industries. The fundamental difference is that the economic coordination of the economy will be carried out not according to the logic of economic liberalism, which has failed, but according to the logic of developmentalism, which is the obvious alternative to that liberalism. It is thus assumed that the managerial class of private managers and public servants will have the strategic role of leading the capital accumulation and innovation process and, therefore, the task of ruling. Professional politicians will define the necessary economic reforms and public policies as representatives of the people, with greater responsibility and autonomy in relation to the rich. They will represent the various sectors of society, including the capitalist sectors, but they will not represent mainly the capitalist class. These politicians will work on a series of institutional reforms which will make their candidacies more independent from funding by capitalists and rich managers.

Paul Mason (2013) says that the seeds of postcapitalism are beginning to bear fruits. "Capitalism, it turns out, will not be abolished by forced-march techniques. It will be abolished by creating something more dynamic that


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exists, at first, almost unseen within the old system, but which breaks through, reshaping the economy around new values, behaviors and norms." We can see, in modern societies, indications that point to the new. Mason believes they point to the "rise of collaborative production: goods, services and organizations are appearing that no longer respond to the dictates of the market and the managerial hierarchy". Yes, the new is emerging from the clues left by the present and the recent past. But one should not be so optimistic as to believe that the information revolution is producing a "new man". Human behavior will continue to be simply the dialectical vector of survival instincts and human coexistence. Societies are not only the result of self-interest or survival instinct, but also of the need of each of us to share life in society with others. After 40 years of neoliberalism and individualism, changes in individual and group behavior towards a simpler, more collaborative way of life are necessary; they are a response to the threat of climate change and increasing inequality. The information revolution has created a network society, but not a better society – a society where the amount of information has increased chaotically; where the elites have lost the monopoly of organized information that the control of mainstream media used to ensure. It has created space for new, progressive ideas, but also for conspiracy theories and fake news produced by the extreme right wing.

My view is that, in the new context produced by the information revolution, the new that is embodied by democratic managerialism will supplant the old that is present in neoliberalism, in right-wing populism and in conspiracy theories. The change is taking place not towards an ideal society, but towards a society within our reach, where power passes from rentier capitalists to managers, and political power, mainly, to professional politicians. As democracy advances, ordinary people increase their say, even though not by much. My main argument in that direction was that capitalists' power grew thinner as they lost they strategic role in controlling the capital accumulation and innovation process. Today, the manager leads most of capital accumulation and innovation within large companies. Within the capitalist class, only young entrepreneurs retain an important role: leading startups which are today the main source of radical innovation. But that is the only thing that warrants capitalism some legitimacy and keeps it alive; the other things are just remains, starting with wealth without a social role.

The failure of neoliberal financier-rentier capitalism was a new evidence of how wrong neoliberalism was in assuming that the markets are able to exclusively coordinate the economic system, and it has created space for the return of a developmentalist policy regime. This change is beginning to happen. After the 2008 financial crisis, the threat posed by right-wing populism and the COVID-19 pandemic, we can see the main countries moving towards developmentalism. Angela Merkel's Germany, the European Union and, finally, president Joe Biden's United States are not only adopting countercyclical fiscal packages, but also starting to define and implement policies that promote reindustrialization. The expectation in a 1985 book by Evans Rueschemeyer and Skocpol (1985) is becoming reality, the State is once again being called on to promote economic development. At the time the book was published, they were not heard, but history led reality and necessity to prevail over a reactionary ideology. The new social organization has not produced miracles, what lies ahead is by no means a utopia. I make an optimistic prediction, but I suppose it to be realistic. I am just predicting that we are taking a step towards a more reasonable and balanced way of coordinating the economy and ruling nation-states.

## NOTE

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## AUTHOR'S CONTRIBUTION

Luiz Carlos Bresser-Pereira was the sole author of the theoretical construction, of its application to the reality of contemporary capitalism, and of the writing of this article. There was no special data survey. Cecilia Heise reviewed the article.

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# ARTICLES

**Invited article**

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# THE INFLUENCE OF FRENCH LANGUAGE THOUGHT ON THE BRAZILIAN ADMINISTRATIVE SCIENCES: A QUEBEC FRENCH LOOK

*L'influence de la pensée de langue française dans le champ des sciences administratives brésiliennes: Un regard Franco-Québécois*

*Influência do pensamento de língua francesa na academia brasileira de Administração: Um olhar Franco-quebequense*

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Text submitted on the occasion of the sixtieth anniversary of *RAE, Revista de Administração de Empresas*, FGV EAESP; dedicated to all my Brazilian and French-speaking colleagues who have contributed during this exchange in recent decades.

## ABSTRACT

The object of this article is to take a look at the influence that French-language works have had on the Brazilian academic community over the past decades, based on the author's knowledge of it, and a long attendance of the field of Brazilian administrative sciences. To do this, the article is divided into three parts. The first recalls the relationship that the author has established with the Brazilian community to locate who is speaking and from where he is speaking. The second briefly discusses the historical link that Brazil maintains with French thought in general. And the third presents the French main intellectual currents, which, according to the author, seem to have caught the attention of Brazilian researchers in administrative sciences. This reflection ends with some considerations on the future of the field and some wishes on the future relationship between Brazilian researchers and French-speaking researchers.

**KEYWORDS** | Administrative science, Brazil, French language, France, Quebec.

## *RESUME*

*L'objet de cet article est de jeter un regard sur l'influence que les travaux de langue française ont exercé sur la communauté académique brésilienne au cours des dernières décennies à partir de la connaissance que l'auteur en a, suite à une longue fréquentation du champ des sciences administratives brésilien. Pour ce faire, l'article se divise en trois parties. La première procède à un rappel de la relation que l'auteur a établie avec la communauté brésilienne pour situer qui parle et d'où il parle. La deuxième aborde brièvement le lien historique que le Brésil entretient avec la pensée française en général. Et la troisième présente les principaux courants qui semblent, selon l'auteur, avoir retenu l'attention des chercheurs brésiliens en sciences administratives. Il se conclut cette réflexion par quelques considérations sur l'avenir du champ et quelques souhaits sur la relation future entre chercheurs brésiliens et chercheurs de langue française.*

***MOTS CLÉS*** */ Sciences administratives, Brésil, langue française, France, Québec.*

## *RESUMO*

*O objetivo deste artigo é dar uma olhada na influência que as obras de língua francesa têm exercido sobre a comunidade acadêmica brasileira nas últimas décadas, a partir do conhecimento do autor e sua longa associação do campo das ciências administrativas brasileiras. Para isso, o artigo está dividido em três partes. A primeira lembra a relação que o autor estabeleceu com a comunidade brasileira para localizar quem está falando e onde ele está falando. A segunda discute brevemente o vínculo histórico que o Brasil mantém, de um modo geral, com o pensamento francês. A terceira apresentará as principais correntes intelectuais que parecem, segundo o autor, ter chamado a atenção dos pesquisadores brasileiros em ciências administrativas. Esta reflexão se conclui com algumas considerações sobre o futuro da área e alguns desejos sobre as futuras relações entre pesquisadores brasileiros e pesquisadores francófonos.*

***PALAVRAS-CHAVE*** */ Ciências administrativas, Brasil, língua francesa, França, Québec.*


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This special issue celebrates the sixtieth anniversary of *RAE*, to which I was kindly invited to contribute by its editor-in-chief, Maria José Tonelli. For me, this is not just an honor and witness of the long-lasting relationship I have had for over thirty years with the Brazilian administrative sciences community, but it is also acknowledgement of the friendly and intellectual ties that have been consolidated in recent years with the community of French-speaking researchers to which I belong. It is, therefore, on behalf of this intellectual and linguistic affinity that, at the request of the organizers of this edition, I shall be looking at the influence that works in the French language have had on the Brazilian academic community in recent years. I do it in a very special historical context: the global pandemic that is challenging our development model and is proving to be a real anthropological crisis (Chanlat, 2020).

This article is in three parts. The first will undertake a retrospective look at my relationship with the Brazilian community, in order to remind readers who I am and from where I am speaking. The second will briefly address the historical links that Brazil has with French thought in general. The third will present the main currents of thought that, in my opinion, seem to have sparked an interest in Brazilian researchers in administrative sciences. This reflection will end with some considerations on the prospects for our area and some wishes with regard to the future relationship between Brazilian and French-speaking researchers.

## MY DISCOVERY OF BRAZIL: A BRIEF BIOGRAPHIC RECOLLECTION

Before getting to know Brazil's sensitive reality, I had, like many other people in the world, a view of the country that stemmed in part from the often stereotypical image that one can have of it: the Amazon rainforest, Carnival in Rio, Copacabana beach, samba, soccer, etc. As a child, I actually watched the television broadcast of the semi-final of the 1958 World Cup – a first for that time – between Brazil and France, and the emergence of Pelé as one of the greatest players in the history of this sport. Of course, in 1964 I also watched the celebrated French movie, *That Man from Rio,* with Jean-Paul Belmondo. But I also acquired another view that came from a certain knowledge I had of the country's history and its sociological peculiarities, which I had gathered from my friend and colleague, Allain Joly (2004), when I was living in HEC-Montreal. Allain Joly was at the time doing his PhD Fundação Getulio Vargas's Sao Paulo School of Business Administration (*Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas [FGV EAESP]*), in the early 1980s, and he later played a decisive role in my relationship with Brazil.

The first time I had any contact with a Brazilian administrative science professor was in Montreal, during the 1984-1985 academic year. At the time I was still a young professor at HEC-Montreal, and I met Roberto Fachin, a professor in the Administration School of the (*Universidade Federal do Rio Grande do Sul [EA/UFRGS]*). Roberto, already an authority in the area in Brazil, came to spend a sabbatical year in Canada. In the course of the 1984-85 school year, we discussed at length the Brazilian situation in general, and management teaching in particular, above all during an important international conference on the subject that was organized in the spring of 1985 by my brother Alain and by Maurice Dufour.

In September 1990 I met again in Montreal, thanks to the mediation of Allain Joly, two important professors from FGV EAESP, Ofélia Torres and Fernando Prestes Motta, who came to take part in the major international conference I organized about the book I had just finished coordinating (Chanlat, 1990) following a sabbatical year I had spent in France, and that would quickly become a work of reference in French-speaking countries (Nugent, 1993; Padioleau, 1992; Sciences Humaines, 1998).

After their participation in the conference and the interest expressed by Professors Torres and Motta in the perspective that was developed in this work, and that today is considered pioneering (Bouville & Yousfi, 2021), a three-volume Portuguese edition would be quickly coordinated in Brazil by Ofélia Torres, with chapters being translated by various Brazilian professors, particularly from FGV EAESP (Chanlat, 1992, 1994, 1996). On the initiative of Ofélia Torres, Roberto Fachin and Tânia Fischer, and with support from National Council for Scientific and Technological Development (*Conselho Nacional de Desenvolvimento Científico e Tecnológico [CNPq]*), in 1992 I was invited to take part in the launch of the first volume, and to give a series of lectures in Brazil in that same year.

That first three-week stay in Brazil took me successively to FGV EAESP, to the Administration Schools of the Federal Universities of Minas Gerais, Rio Grande do Sul and Bahia, and to Pontifical Catholic University of Rio de Janeiro *(Pontifícia Universidade Católica do Rio de Janeiro [PUC-Rio])*, which allowed me to discover Brazil – this continent-sized country – with all its human and geographic diversity and its social fractures. These trips increased over the years and during them I met many colleagues: Valmiria Carolina Piccinini, Ana Maria Kirschner, Maria Elisabeth Antunes Lima, Suzana Braga Rodrigues, Liliana Segnini, Marlene Catarina de Oliveira Lopes Melo, Alfredo Alves de Oliveira Melo, Juvêncio Braga de Lima, Tânia Fischer, José Antônio Gomes de Pinho, Silvia Vergara, Patricia Tomei, Clovis Machado †, Maria José Tonelli, Fernando Prestes Motta †, Sigmar Malvezzi, Maria Irene Betiol, Thomaz Wood, Miguel Caldas, Bianor Cavalcanti, Eduardo Marques, Yann Duzert, Maria Ester de Freitas, Maria Teresa Fleury, Roberto Lima Ruas, Luiz Bignetti †, Fábio Bittencourt Meira, Isabella de Vasconcelos, Flávio de Vasconcelos, Angelo Soares,, Guilherme Azevedo, Marlei Pozzebon, Eduardo Diniz and Rafael Alcadipani, Sidinei Rocha-de-Oliveira, who would then become my friends. I also met several future students of mine: Eduardo Davel, Gelson Junquilho, Jair Nascimento Santos, Carolina Andion, the late José Roberto Gomes da Silva †, Maria Elisa Brandao, Marina Nakayama, Marcelo Dantas, and Mauricio Serva, with whom I have maintained a cordial and intellectual relationship ever since.

During the years I spent in Montreal, Strasbourg, and then Paris, and since my arrival in Dauphine in September 2001, I have regularly visited Brazil as an invited speaker at National Association of Graduate Studies in Administration (*Associação Nacional de Pós Graduação e Pesquisa em Administração [ANPAD]*), *Encontro de Estudos Organizacionais da ANPAD* (EnEO), and Ibero-Academy of Management congresses, at international conferences of the Federal University of Bahia (*Universidade Federal da Bahia [UFBA]*), which was organized by Professor Tânia Fischer in Salvador and *Núcleo de Estudos sobre Poder e Organizações Locais (NEPOL)*, currently *Centro Interdisciplinar de Desenvolvimento e Gestão Social (CIAGS)*. I also attended a conference in Pontifical Catholic University of Rio Grande do Sul (*Pontifícia Universidade Católica do Rio Grande do Sul [PUC-RS]*) in Porto Alegre, and seminars and conferences in various public and private institutions in São Paulo, Belo Horizonte, Campinas, Brasília, São Leopoldo, Florianópolis, Porto Alegre, Bahia, Rio, Vitória, etc. On a few occasions I have also taken the opportunity to sit on various PhD examining boards, or co-supervised some theses, including one by the late José Roberto Gomes da Silva † (2010), whose tragic disappearance was heavily associated, as we all know, with this French-Brazilian relationship (Chanlat, 2010b). My supervision of Brazilian researchers would continue in Paris, where I had the pleasure to supervise the Master's degree research dissertation of Simone Cota; I supervised Virginia Drummond's thesis, and during his post-doctoral studies I was the supervisor of Rodrigo Bandeira de Mello, who would later join each year our teaching and research unit. Also in Paris I was on the PhD examining boards for Teresa Bicalho de Menezes, another doctoral student at Dauphine, supervised by my colleague, Professor Jacques Richard, and Bibiana Volker Martins and Laura Scherer, PhD students from UFRGS, Porto Alegre, whom I had previously met in Paris when they were on a sandwich scholarship.

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Over the years, several other works of mine have been translated (Chanlat, 2000, 2010a), my articles have been published in the following journals: *RAE, Organização e Sociedade, Gestão e Planejamento, Cadernos EBAPE. BR, GVexecutivo*, and chapters have appeared in several other works (Bendassoli & Soboll, 2010/2021; Davel & Melo, 2005; Davel & Vergara, 2005). Finally, I was invited to co-coordinate two important works with my colleagues and friends, Roberto Fachin and Tânia Fischer – *Análise das organizações: perspectivas latinas. Vol. 1 e 2* (Analysis of organizations: Latin perspectives), which took a number of papers on the topic that were issued during a memorable conference that was held in July 2000 in Zacatecas, Mexico, organized by our Mexican colleagues and friends from the organizational studies area at UAM-Iztapalapa (Ramirez Martinez & Gonzáles-Miranda, 2018; Gonzáles-Miranda & Ramirez Martinez, 2018, 2020) and myself, and which had gathered for the occasion recognized colleagues coming from French-speaking countries (France, Belgium, Canada), Spanish-speaking countries (Mexico, Colombia, Argentina) and Brazilians (Chanlat, Fachin, & Fischer, 2006, 2007; Fachin, 2014).

As one can see, these numerous visits to Brazil enabled me to gradually familiarize myself with the country and acquire a clear view of the administrative sciences field, a Quebecois French view considering my own intellectual and professional path. Each time I observed how seriously French thought was taken, and how production in French about organizations, work and economics awakened an interest in the country.

## BRAZILIAN OPENESS TO FRENCH THOUGHT: AN OLD STORY

When I first arrived in Brazil I quickly noticed the influence that French thought had historically exerted and was still exerting on Brazilian society. I was particularly struck by the number of administrative science colleagues, who had mastered the French language, or who understood it without always being able to speak it.

According to certain Brazilian and foreign analysts, this French influence goes back to the 18th century, due to the thinking of French philosophers of the Enlightenment, and continued into the 19th century with the thoughts of Auguste Comte, a movement that was driven by Miguel de Lemos, Benjamin Constant Botelho de Magalhães and Raimundo Teixeira Mendes (Grange, 2000; Lins, 1967). I could also see some architectural vestiges of this school of thought in the first positivist church in Rio de Janeiro that was built in 1881, several years before the proclamation of the Republic. There is also an eloquent trace of this school in the official motto of Brazil, "Order and Progress", which refers to a the maxim of Comte (Tyr, 2007). Comte's philosophy was seen, then, as a source of political inspiration for those modernist elites who aspired to found a Republic and put an end to slavery, as Lorelai Kury points out in this regard:

> The positivist, republican and authoritarian political project was very influential in Brazil, and particularly powerful at the turn of the 20th century. In 1889 Auguste Comte's disciples won a symbolic battle with regard to the Brazilian republican flag: the model, proposed by Raimundo Teixeira Mendes, added the motto "Order and Progress" to the former Imperial flag in order to establish a link between the past and the future, which closely followed the French philosopher's instructions. Even though positivism throughout the 20th century lost the influence it had once had, this current of thought left its deep ideological marks on the country's urban middle classes (Kury, 2003, p. 126). (Our translation.)

This French influence persisted in the 20th century. It is associated with the creation of the University of São Paulo (*Universidade de São Paulo [USP]*) in the 1930s, with which remarkable French personalities were associated,

such as geographers Pierre Monbeig and Pierre Deffontaines, historian Fernand Braudel, ethnologist Claude Lévi-Strauss, sociologist and anthropologist Roger Bastide, philosopher François Châtelet, historians Gérard Lebrun and Jean-Pierre Vernant, and epistemologist Gilles-Gaston Granger. It was also associated in a more general way with the strong influence that French philosophy, the major discipline in the country throughout the century, had.

As Sérgio Paulo Rouanet recalled it in the 'Year of Brazil' that was held in France in 2010:

> The French influence was so predominant that the history of welcoming French philosophical ideas became largely confounded with the history of philosophy in Brazil. To demonstrate this hegemony, we need only mention a recent book on philosophy teaching in the University of São Paulo (USP), one of the most respected institutions in Brazil, whose foundation was inspired by French professors. The author recalls this university's Philosophy Department as being 'a French overseas department': that says it all (2010, p. 41). (Our translation.).

That is how Bergson's thinking, Maritain's integral humanism, Mounier's personalism, Lévi-Strauss's structuralism, Sartre's existentialism, and later, works by Castoriadis, Foucault, Derrida and Deleuze succeeded in line with the trends specific to each period, became highly popular with Brazilian intellectual elites. After the 1970s, it was combined with the enthusiasm that the Brazilian community then granted French social sciences, which was enjoying great international influence, and with the ties that great Brazilian intellectuals, like Fernando Henrique Cardoso, established with great French intellectual figures, notably with Alain Touraine (Kirschner & Gomes, 2014b). Brazil's intellectual background, therefore, is clearly marked by these successive historical traces left by French thinking, even though other schools of thought, mainly those in English and German, have grown in importance in recent decades (Rouanet, 2010).

Due to this historical attraction that French culture had in the hearts of the elites (Fachin & Cavedon, 2003), a phenomenon that could also be seen in other Latin America countries (Bonnafous, 1953), since the end of the 20th century this historical breeding ground has revealed itself to be favorable to being more open to production in French that focused on work, organizations and economics. This was favored by the fact that many Brazilian professors went to France to study for their PhDs, and later to Quebec, at a time when the Brazilian administrative sciences community was seeking alternatives to Anglo-Saxon thought that is predominant in this field of knowledge (Bertero, Caldas, & Wood, 1999; Cassundé, Barbosa & Mendonça, 2016; Fachin, 2014; Fachin & Cavedon, 2003; Fischer, 1985; Motta, 1990; Paula, Maranhão, Barreto, & Klechen, 2010; Torres & Gonçalves, 1991; Vergara, 2006; Waiandt, 2018).

## BRAZILIAN ADMINISTRATIVE SCIENCE RESEARCHERS SEEKING AN ALTERNATIVE TO ANGLO-SAXON HEGEMONY

When we consult Brazilian works, particularly those that seek to summarize their field in social sciences (Bendassolli & Soboll, 2010/2020; Kirschner & Gomes, 2014a, 2014b) and administrative sciences (Bertero, 2006; Bertero, Alcadipani, Cabral, Faria, & Rossoni, 2013; Bertero, Caldas, & Wood, 2005), we observe that, despite the domination of Anglo-Saxon works, a lot of French works are mentioned in their reflections, particularly those from Brazilian researchers who are looking for an alternative to the domination of Anglo-American references (Fachin, 2014; Vergara, 2006; Vergara & Pinto, 2001; Waiandt, 2018).

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In administrative science in Brazil, this Anglo-American hegemony goes back to the 1950s, when the US and Brazilian governments signed agreements to establish the first teaching programs and create the first higher education institutions in management in a cold war context, and with the help of Ford Foundation, which was heavily inspired by the American model of business academic education (Alcadipani & Bertero, 2012; Alcadipani & Bertero, 2014; Alcadipani & Caldas, 2012; Alcadipani & Cooke, 2013; Barros, Alcadipani & Bertero, 2018; Serva & Andion, 2021).

In Brazil this occurred in a much broader context of a society historically open to ideas coming from abroad, which Brazilians call *"Estrangeirismo"* ("foreignism") (Bartel-Radic, 2013; Buarque de Holanda, 1936; 1998; Caldas & Wood, 1997; Freyre, 1963; Motta, Alcadipani, & Bresler, 2001), whch is often pragmatically characterized as being a kind of "cannibalism" of foreign practices (Davel, Dantas, & Vergara, 2008).

Nowadays, according to certain colleagues (Bertero et al., 2013), the situation is as follows:

> . . . The vast majority of studies in Administration in Brazil, particularly in areas like organizational studies and teaching and research, comprise theoretical essays that focus on European authors . . . . It seems that a large proportion of the academics in the field hates going into the field, and when they do, they produce texts using a weak and inconsistent methodology. Being aware of what is Brazilian is going to the Brazilian "reality", studying the Brazilian "reality", and getting to know the Brazilian "reality", with references that will enable this reality to be expressed in all its complexity, rather than being hampered and hidden behind theories and models. We study Administration in Brazil very little. One of the reasons for our lack of originality is the fact that we look very little at our reality, at what happens in Brazil. But the parochialism of some sectors is compensated for by the "foreignism" of others . . . . We tend to overrate foreigners . . . . Valuing teaching and research from the North as being "first-class" is fundamental for constructing our inferiority as researchers. It implies leaving to them the role of creating models, which makes us mere imitators (p. 186). (Our translation.)

Based on this tough observation, they emphasize *en passant* the role played by the publication market:

> More importantly, we need to bear in mind that much of the academic publication market, which is considered "international", is controlled by Anglo-Saxon publishing houses and by Anglo-Saxon academics. If we take those that are considered to be the main journals in the area, they publish almost only articles on specific topics that are produced in specific universities. Publishing in an international journal involves serious academic work, but also involves questions of power. Today we see many scholars from different parts of the world looking for an Anglo-Saxon "broker" in order to have their articles published in these renowned journals. As a result, the superior foreigner is privileged and our condition of subordinate remains. Many foreigners really believe we are inferior (p. 186). (Our translation.)

For these same authors:

> There is a hegemonic thinking in the field, which is mainly of North-American origins, that tends to ignore qualitative perspectives and more reflexive approaches. Being North Ameri-

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> can does not mean following this restricted and restrictive view of research in the field. There are North Americans who defend a more plural view, as there are Latin researchers who argue for a more restrictive view of research in the field. What we notice is an international shock between views (p. 193). (Our translation.)

It is in this historical context that some Brazilian researchers, therefore, sought to develop original thinking from the 1960s. This is the case of Guerreiro Ramos (1981/1989; 1983; Azevedo & Albernaz, 2006; de Paula, 2007; Serva, 1997a, 1997b; Serva & Andion, 2021), Mauricio Tragtenberg or Fernando Prestes Motta (Segnini & Alcadipani, 2014), the first of whom finds support particularly in Jacques Maritain's integral humanism and Emmanuel Mounier's personalism (Azevedo & Albernaz, 2006), while the latter two derive their support from other French intellectual traditions, particularly the anarchists (Motta, 1981, 1984, 1990, 2003; Tragtenberg, 2005, 2010, 2012), with all three Brazilian authors having a very significant influence in the country (Harzing, 2016). Other authors, like Fachin and Cavedon, at the end of their article about the influence of French thinking on Brazilian organizational studies, do not hesitate to stress their interest in these texts:

> In the French-speaking world, therefore, we must seek the influx of academic production that, based on certain selective areas of knowledge, translates the critical French thinking that is so dear to Brazilian intellectuals from all sectors. The availability of such works in Portuguese undoubtedly represents a substantial addition to the reading possibilities of Brazilian scholars who did not do any of their graduate studies in France or Quebec (2003, p. 11). (Our translation.)

If the Brazilian field of administrative sciences, therefore, has been influenced by countless works in French, for the purposes of this article I decided to consider - but without ranking them - the three subjects that were, in my opinion, the sources of their inspiration, namely organization science, work science and heterodox economic science; This phenomenon was encouraged by the bilingualism of many Brazilian researchers, and by the translation of several reference works on these three subjects by Brazilian publishers.

## The science of organizations

My first source of inspiration was the science of organizations, the result of works that were associated with the emergence of organizations as a social fact in the early 1960s (Caldas, Fachin, & Fischer, 1999; Clegg & Bayley, 2007; Clegg, Hardy & Nord, 1999; 2001, 2004; Chanlat & Séguin, 1987; Etzioni, 1967; Gonzáles-Miranda & Ramirez Martinez, 2020; Perrow, 1976; Séguin & Chanlat, 1983;Saussois, 2016).

In the French-speaking context, notably in France, this is translated by research that studied four important thematic axes: the psychology of organizations and institutional analysis; the sociology of organizations and companies; the anthropology of organizations; and the management of organizations.

Among the countless works published in French (Chanlat, 1992b, 1994, 2014; Stokes, Davoine & Oiry, 2014), Brazilian researchers went to the heart of the very rich, psycho-sociological current (Barus-Michel, Enriquez, & Lévy, 2002) to favor works of institutional analysis (Lapassade, 1989; Lourau, 1975; Rossi & Passos, 2014) by authors like Eugène Enriquez (1990, 1997, 2007, 2014), Max Pagès, Bonetti, and de Gaulejac (1987), Nicole Aubert and Vincent de Gaulejac (1993; de Gaulejac, 2005) and Gilles Amado (2013), as Newton Garcia de Araújo and Andrade de Barros

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recalled in their recent review (2019). These latter authors had an influence on the view that Brazilian researchers in administrative sciences built up of the relationship between psychic life and the organization, and helped inspire, along with many other French language researchers (Didier Anzieu, Serge Moscovici, Jean-Claude Rouchy, Guy and Jacqueline Palmade, André Green, Laurent Lapierre, etc.) the field of Brazilian critical organizational studies since the 1990s (Bendassolli & Soboll, 2011/2021; Freitas, 1999b; Freitas & Motta, 2005).

Another line of research that Brazilian researchers drew on concerns the sociology of organizations. This subject, which was founded in France by Michel Crozier at the beginning of the 1960s, later learned of an important development in French-speaking and Latin countries, driven by work carried out at the Center for the Sociology of Organizations (CSO), which was created and directed by Crozier (1963 a and b; 2000; Crozier & Friedberg, 1977; Entreprises et Histoire, 2016). This center later became the training home of most of the French-speaking pioneers in this subject (Chanlat, 1992 b, 1994; Saussois, 2016) and influenced certain Brazilian works, particularly in public administration (de Vasconcelos & Pinochet, 2004). It also benefited from work being done by the Laboratory of the Sociology of Change in Institutions (LSCI), which was created and directed by Renaud Sainsaulieu (1977/2014, 1990, 1997, 2002), one of the first of Crozier's collaborators at CSO, and from studies by the Lyonnais Group of Industrial Sociology (GLYSI), which was created and directed by Philippe Bernoux (1985; Amblard, Bernoux, Herreros, & Livian, 1995). It is from the sociology of organizations that the sociology of business firm emerged in the 1990s (Bélanger & Lévesque, 1996; Dupuis & Kuzminski, 1998; Sainsaulieu, 1990; Sainsaulieu & Segrestin, 1987; Segrestin, 1992), which played a very important role in Brazil in the early 2000s (Kirschner & Gomes, 2014a; Sainsaulieu & Kirschner, 2006).

From the beginning of the 1990s, another group of works achieved great popularity in the field of Brazilian administrative sciences, works that were associated with my own anthropological perspective. They can be found in the three volumes of the Brazilian translation of the work that I directed: *L'individu dans l'organisation: les dimensions oubliées* [The individual in the organization: the forgotten dimensions]. in two other translated works (Chanlat, 2000, 2010), one by Ofelia Torres (Chanlat, 2000), and the other published by Isabela de Vasconcelos in her Cengage learning serie "Debates em Administração" ('Debates in Management") (Chanlat, 2010), and in numerous other publications (Serva & Andion, 2021). As stressed by Ofélia Torres and Marilson Alves Gonçalves (1991) in their review of the work, in 1991:

> *L'Individu dans l'Organisation: les dimensions oubliées* [The Individual in the Organization – the forgotten dimensions] masterfully transmits the message of renewing the knowledge and practice of behavioral science in the business world. Based on a general reflection on the development of an anthropology of the human condition in organizations, each author develops their contribution from a particular perspective. From language to space, including the symbolic universe, time, psychic life, otherness and psychopathology, the work achieves its proposed objective, that is, to establish a common view of human beings, recognizing the importance of their role in each dimension, without, however, curtailing the shock of ideas and styles and the freedom to disagree with methods and approaches around the common theme . . . . This publication opens new perspectives, and is of interest to professors, researchers and students alike, particularly Master's degree and PhD students, who are numerous today in Brazil, because it can serve as a reference when it comes to writing monographs and theses in this new field of knowledge. Because of its reflexive and practical content about human beings in organizations as subject, actor, living and concrete person, it will also be of interest to company executives and HR managers (p.107-108). (Our translation.)

In other words, this perspective encourages Brazilian researchers to become interested in the different dimensions set out in the work by numerous French-speaking colleagues, thanks to its Brazilian edition (Fachin & Cavedon, 2003; Torres & Gonçalves 1992; Vergara, 2006), and to the fact that these studies have been "Brazilianized" (Chanlat et al., 2006). This perspective being not ethnocentric; these works will also inspire certain Brazilian reflections about the epistemology of administrative sciences (Serva & Andion, 2021).

Finally, some works on management sciences also raised notable interest in the Brazilian community. We can mention, among others, Omar Aktouf's work of critical synthesis on management, in the wake of studies conducted at the time at HEC-Montreal (Chanlat & Dufour, 1985; Chanlat, 1990), the Portuguese translation of which was widely known in Brazil (1996); some works from the École Polytechnique's CRG in Paris (Berry, 1983, 2011), particularly one by Jacques Girin (2016) about language and management situations (Bayard, Borzeix, & Dumez, 2010), and by Hervé Dumez (2016) about qualitative methodologies; and work by Audet and Malouin (1986), and Audet and Déry (1996) in Quebec, and by Martinet (1990) and Pesqueux in France on the epistemology of management sciences (Martinet & Pesqueux, 2013; Serva, 2013, 2017 a et b), *and by Pesqueux on philosophy and orgnizations (2008)*. It is also worth mentioning the work by Thévenet (1992) on corporate culture, and the pioneering work by Philippe d'Iribarne and his team, "*Gestion et Société*" [Management and Society] about national culture (d'Iribarne, Chevrier, Henry, Segal, & Tréguer-Felten, 2020; d'Iribarne, Henry, Segal, Chevrier, & Globokar, 1998); works by Jean-Pierre Dupuis, Serge Bouchard and Omar Aktouf about culture and organizational symbolism (Freitas, 1991; 1999a), and works by Laurent Lapierre about leadership (1989, 2005), notably presented in Chanlat (1992, 1994, 1996), and also the works by Romain Laufer (1977) on the legitimacy crisis in organizations (Laufer & Paradeise, 1982; Motta, 1988).

We can also mention the more recent works of the *École des Mines*, notably by Segrestin and Hatchuel (2012) about a redefinition of the company. These two authors were responsible for arousing a certain enthusiasm among several Brazilian researchers who were interested in the management of solidarity organizations (Eynaud & França, 2019) and in contributing to a legal redefinition of companies in France (Hatchuel, 2021), a topic, which is also seen as a key issue for some English-speaking colleagues (Clarke, O'Brien and O'Kelley, 2019). There are also works produced for over ten years (2008-2018) by "Chaire Management, diversité et cohésion sociale", of the Paris-Dauphine University, by Stéphanie Dameron, Mustafa Özbilgin and by the author of this article (Chanlat et al., 2013; Chanlat & Özbilgin, 2018, 2019). These works and the two international symposia that were organized in Paris in 2011 and 2015, with the participation of Maria Ester de Freitas and Marcelo Dantas, had a great repercussion in Brazil thanks to the contacts established at the time with other researchers. Since then, a new sphere of research has emerged in the administrative sciences in interculturality (Davel, Dupuis, & Chanlat, 2008) and diversity that sought a better understanding, specially of expatriation experiences and reducing inequality and discrimination in Brazilian organizations (Bueno & Freitas, 2016; Freitas, 2018; Freitas et Dantas, 2011; Freitas & Dantas, 2014).

We can finally mention recent fundamental works in accounting written by Alexandre Rambaud and Jacques Richard, who question the very foundations of the discipline with a view to reformulating our economic system, which should ultimately be of interest to Brazilian researchers who are looking for an ecological management model because of the ties that Jacques Richard established with certain of them (Rambaud & Richard, 2021) and David, Hatchuel and Laufer ' new building reflections on Administrative sciences (2012). At last there are, of course, numerous works in French-speaking scientific networks, such as RIODD that deals with company responsibility and sustainable development, AGRH (Human Resource Management), AIMS (Strategic Management and Organization), RHIME (Ethics and Interdisciplinarity) and ATLAS-AFMI (International management), which French-speaking Brazilian researchers can access via the Internet and participate in, as some have sometimes done in recent years. Finally,

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researchers can consult various journals that will give them access to often original works, such as *Revue Française de Gestion, Gérer et Comprendre, Gestion, Management International, Management et Avenir, Finance, Contrôle, Stratégie, M@n@gement, Rhime, le Libellio d'Aegis, Entreprise et Société, Revue internationale PME, Gestion 2000, La Revue des Sciences de Gestion, Management et Sciences Sociales, Revue de l'organisation responsable, Question(s) de management, Entreprises et histoire*... and consult the *Société Française de Management* website to read its reviews, its opinions and publications on current matters in our area.

## Work Sciences

Work Sciences are a second source of inspiration. The work by Christophe Dejours (2007, 2011, 2015, 2017) occupies a centrally historical place in Brazil (Dejours, Abdoucheli, & Jayet, 1994). Since the 1990s his psycho-dynamic perspective of work has, in fact, been a significant source of inspiration for Brazilian research into the psychology of work (Aerosa, 2019; Bendassolli & Borges-Andrade, 2015; Bendassolli & Soboll, 2010/2021; Betiol & Tonelli, 2002; Cicero, Cardoso, & Klipan, 2019; Lima, 1998; Sznelwar, Uchida, & Lancman, 2011), a fact that was emphasized in 2009 by Álvaro Roberto Crespo Merlo and Ana Magnólia Bezerra Mendes (2009) in an inventory of work psychodynamics in Brazil:

> The launch in Brazil in 1987 of the *A loucura do trabalho* [Psychopathology of Work] by Christophe Dejours, with the new theoretical contribution of the work, turned it into a reference text that was used by almost all researchers in the area. The discussion and approach in this book were new, provided many answers, and opened the way for thinking about the consequences of work – particularly the way it is organized – on the psychic health of workers (p. 142). (Our translation.)

Later the authors added:

> The approach adopted in this subject enabled the reductionist view to be surpassed, a view that held only the individual accountable for the consequences of work on their health, and sought specific work experiences that occurred in real work realities, such as, for example, the role played by worker intelligence and its function as a defense mechanism and in the construction of identity at work (2009, p. 143). (Our translation.)

Because it is based on practice, this approach also exerted a notable influence on the administrative sciences, thanks to the researchers who were interested in the relationship between psychology and organization (Fachin & Cavedon, 2003; Freitas, 2008 a; Freitas & Motta, 2000; Vergara, 2006), sometimes via the chapter he had written in my main work (Dejours, 1996).

Other publications about work sciences also awoke interest. Here we can recall those by Pascale Molinier (2013) about service and care jobs (Gaviria & Molinier, 2011), for a long time close to Dejours; works by Yves Clot (2010) and Dominique Lhuillier, who were responsible for developing a work activity clinic inspired by Vygotsky and Bakthine (Bendassolli & Soboll, 2011/2021; Clot & Lhuillier, 2006, 2010; Lima, 2013); and the pioneering works on ergonomics led by Alain Wisner, the founder of the French Ergonomics School (Sznelwar, 2006). Finally, certain writings on the sociology of work also had some repercussions, in particular the theory of social regulation by Jean-Daniel Reynaud (1989), one of the main reference in the French-speaking area (Terssac, 2003) who enjoyed some

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success with his colleagues in administrative sciences in Brazil, particularly Marlene Catarina Oliveira Lopes Melo (1984) who, having written her thesis under Reynaud in Paris, used his reflection to understand the role played by conflict management at work, an observation we can also make with regard to her French language colleagues (Richebé et al, 2020). Finally, we can mention the works by Norbert Alter on innovation (2002) and cooperation (2010), which have also been remarked upon by the Brazilian community (Salvador, 2011).

## The heterodox economic sciences

The third source of inspiration for Brazilian researchers in administrative sciences is the heterodox economic sciences (Lévesque, Bourque, & Forgues, 1997). In fact, all those interested in socio-economic equilibrium, social development, and social economy organizations in a country where there are deep social inequalities (Ferreira de Souza, 2018; Instituto Brasileiro de Geografia e Estatistica, 2019) found elements in certain currents of French heterodox economic thinking that were capable of enriching their own reflections on Brazilian realities.

Among these currents of thought, we find those that deal with regulation theory: Boyer, Freyssenet, Aglietta, Coriat, Lipietz, Orléan... (Aglietta, 1997; Boyer & Cohen, 2010; Coriat, 1994; Mello, 2019), which is well known in Latin America (Castaingts-Teillery, 2014; de Mello Filho, 2019), and with the economics of convention (Boltanski & Chiapello, 1999; Boltanski & Thévenot, 1991; Eymard-Duvernay, 2004; Favereau, 1989; Orléan, 2004; Salais et Thévenot, 1986), an analysis of conventions that is a theory of collective action that seeks to overcome the contradictions of rational choice theory (Bessy & Favereau, 2003).

The works of this last current, particularly those by Boltanski and Thévenot (1991) on economies by *of Grandeurs*, turn the spotlight on the situation in which collective action occurs. It is constituted, according to the authors, by processes of justification and proof, and from this process emerges a plurality of meanings about what is just across several models of "worlds" (market, domestic, industrial, civic, of opinion, and of inspiration), without an external or determined hierarchy existing among them. The existence of these many conventions, therefore, makes it possible to produce a critique of a purely market view of action. These works, joining a certain number of Brazilian researchers reflections on substantive rationality in the footsteps of the Gueirrero Ramos pioneering work done in Brazil, are going to have some resonance among them (Serva, Caitano, Santos, & Siqueira, 2015).

Since social economics is an important area in Brazil, the works carried out in the French-speaking world on this subject also aroused great interest in Brazilian researchers, and Brazilian works were welcomed with great interest in France and Quebec (Laville, 2011). Since solidarity economy organizations had not shown much interest in the theory of organizations (Serva, 2002; Serva et Andion, 2006), it is not surprising, therefore, that some Brazilian researchers again seek their inspiration from this school of economic sociology, while making their own original contributions (Andion, 1998, 2005; França, Laville, Medeiros, & Magnen, 2005; Martes, Loureiro, Abramovay & Serafim, 2007; Sperb et Serva, 2018). The international conferences on local power held in Bahia by NEPOL, which is known today as CIAGS, and coordinated by Tânia Fischer, favored their spread.

The recent work by Philippe Eynaud and Genauto Carvalho de França Filho– a CIAGS member-*Solidarité et organisation: penser une autre gestion* [Solidarity and organization: thinking of another management], published both in France (2019) and in Brazil (2020) is, in its own way, a testimony of this exemplary Franco-Brazilian cooperation on this subject that is fundamental both for management and our socio-economic and environmental future. They emphasize both the potential and the paradoxes as follows:

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> . . . Faced with these threatening dangers, one single solution . . . , however, can be invoked: solidarity. The defense of solidarity between human beings and Nature (understood as all living beings: animals and plants) is, in fact, the most direct way of responding to the challenges of climate change and the loss of biodiversity. The development of solidarity among human beings is also a perennial response to the inequalities that divide them. But while saying what our response should be is easy, its execution is particularly difficult. We are faced with countless obstacles, among them – and not the least – the lack of reflection on usable concepts for organizing this solidarity as close as possible to the actors and their economic activities. There is, in fact, a paradox that needs to be highlighted: it has never been more necessary to implement solidarity both nationally and internationally, and reflecting on it has never been so avoided, misunderstood or discredited (p. 5). (Our translation.)

## BETWEEN LOCALISM AND OPENNESS: IS THE BRAZILIAN FIELD SEEKING ITS SINGULARITY IN THE INTERNATIONAL CONTEXT?

The field of Brazilian administrative science has always known foreign influences, as we have just seen, which is not surprising in the scientific world that is traditionally marked by the circulation of ideas. Though this exchange can prove to be very fertile, some situations may be problematic when a particular field suffers from strongly dominant force, thus preventing it from developing at its own pace and in accordance with its own issues. Such is the case today in numerous national fields that are coming under increasing pressure to comply with the so-called "international" rules and logics that come from the heart of the North-American world. This phenomenon, however, is not only experienced in countries situated in the South; it equally affects numerous other countries worldwide, including English-speaking countries (Clegg & Bayley, 2007; Dameron & Durand, 2017; Willmott, 2011).

The universe of teaching and research in management is characterized, among other aspects, by annual national and international rankings of institutions (Shanghai, Times, Financial Times, etc.), which are based on the international accreditations obtained (AACSB, EQUIS, AMBA), the number of publications by teaching personnel that appear in classified journals, the most cited always being American, and of course, the growing hegemony of the English language in the field that this implies (Chanlat, 2014 a, b, c; Collectif, 2019; Dameron & Durand, 2017; Lussier & Chanlat, 2017; Nygaard, 2019; Tietze & Dick, 2012; Tsuda, 2013). As these bibliometric classifications are increasingly criticized (Berry, 2009; Lussier et Chanlat, 2017; Willmott, 2011; Tourish & Willmott, 2015), some institutions have had no hesitation in abandoning them, such as occurred recently in France with the Management and Economics section of CNRS (the French most important scientific research center), which suppressed its classification once and for all.

Despite everything, for non-English-speaking countries, this tension remains strong, making them oscillate between a full adoption of the so-called "international" rules, which is often confused with "everything in English", and that leads, therefore, to a growing Anglicization of minds (Boussebaa & Tienari, 2019; Chanlat, 2014a; Collectif, 2019; Jackson & Primecz, 2019; Lussier & Chanlat, 2017; Nygaard, 2019; Tietze & Dick, 2012; Tsuda, 2013), and a resistance strategy that aims to remain relevant to their local, regional and national environment, while avoiding closing in on themselves.

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In the case of Latin American countries, and particularly Brazil, these issues are, as we have seen, a recurring object of countless debates in the scientific community (Alcadipani & Caldas, 2012; Alcadipani & Faria, 2014; Bertero, Caldas, & Wood, 1999; Guedes et Faria, 2010; Ibarra-Colado, Faria & Guedes, 2010; Ibarra-Colado, 2006; Paula et al., 2010; Serva, 2017). Given the current situation, while some seem to succumb to the dominant rules, others however try to offer some resistance. In Brazil, this resistance involves criticism of the dominant logics (Bertero et al., 2013; Fischer, Waiandt, & Fonseca, 2011) of classification systems (Fischer, 2018; Serva, 2017), of the "everything English" policy in terms of publications (Alves & Pozzebon, 2013; Gantman, Yousfi, & Alcadipani, 2015), and the affirmation of their singularities (Motta, 1983, 2002; Motta & Caldas, 1997; Fachin, 2006, 2014; Davel, Vergara & Ghadiri, 2007; Waiandt, 2009, 2018) and the questioning of works produced based on a critical post-colonial reflection and from a deeply unequal social context (Alcadipani, 2010b ; Alcadipani & Faria, 2014; Alcadipani & Rosa, 2011; Gantman et al., 2015; Ferreira de Souza, 2018; IBGE, 2020).

These critiques, in fact, advocate a review of the system as a whole:

> . . . Therefore, faced with the imperial power of the re-Westerniziation and the obligation to assume more substantive geo-epistemic responsibilities, one of the main challenges for the coming decades in Brazil is to rebuild or reform our current institutions (Anpad, Capes, CNPq etc.) . . . Thus the Management area in Brazil will be able to lead transformations of the same order as institutions abroad (US Academy of Management, Chinese Academy of Management, World Bank, Egos etc.) by means of a large project that includes a geopolitics of knowledge, promotes the substitution of Eurocentric universalism for a *pluriversality,* and enables the construction of a world, in which different worlds and knowledge can coexist. Maybe it is too much to ask or hope for from the Management area, but it can be an excellent opportunity for us to reinvent the area (Bertero et al., 2013, p. 190). (Our translation.)

This constitutes a warning against a purely bibliometric assessment of research, the lion's share of which is published in English, which contributes towards reducing creativity:

> We must be careful not to let the values and metrics that regulate us become the intellectual castration we don't deserve, and that puts an end to our creative and innovative efforts. So, the main question is: what impact does my management have on people, territories, and organizations? It needs to be assessed in relation to its impact, and by what it adds, in order to avoid the almost autism we find in people who become isolated when they are only guided by metrics. In fact, these metrics may not be valid in a few years' time. We must be sensitive now to this issue, which could permit to a reposition of our scientific field in the right direction (Fischer, 2018, p. 26). (Our translation.)

> The regulatory agency in Brazil, CAPES, instituted its own ranking of journals that is known as Qualis. It is the main point of reference for assessing Graduate Programs, based on publications of the Program's faculty in the best-positioned journals in the ranking. The architecture of the Qualis valuation reflects the range of indices and the impact factors of the scientific associations mentioned above. In the Administration area, at the top classification level of Qualis (A1), no Brazilian journal appears; most of them are American journals, with the English language being totally predominant (Serva, 2017b, p. 55). (Our translation.)

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Finally, this criticism reaffirms the importance of dialogue with other fields of knowledge, and reinforces international cooperation with a view to withstanding the huge challenges faced by our societies and our planet (Alcadipani & Faria, 2018; Chanlat, Fachin, & Fischer, 2006, 2007; Eynaud & França, 2019, 2020). For us, dialogue between French-speaking researchers and Brazilian researchers should continue to occur within this framework.

It is in this context, as we have seen, that works in French have found some support from the Brazilian community for some decades, particularly by way of some outstanding works and lines. This interest is based on historical value and a Latin cultural proximity, which, despite the differences there may be between Latin peoples, in my own specific case, French and Brazilians, still exists despite everything (Pinot de Villechenon, 2003; Pinot de Villechenon, Chanlat, & Rizzo, 2021; Rouquié, 1987).

This dialogue, in my opinion, can only last, however, if French language researchers and Brazilian researchers keep on defending their specialties by writing books, articles, and monographs in their native language, and organizing conferences and seminars where issues of their own societies are always addressed (Chanlat, 2014a, 2014b). Researchers should continue to concentrate on their socio-economic environment in a relevant way (Fischer, 2018). Therefore, we need to avoid finding ourselves in the situation of that Norwegian researcher who confessed he was incapable of presenting the results of his studies to his fellow citizens in Norwegian, because of the "everything in English" policy implemented by his institution, which had resulted in him losing his ability to do so [present in Norwegian] (Niggard, 2019).

On my part, as I have just said, I have always tried to be an author that affirms local, regional and national singularities in all the areas in which I have intervened (teaching, research, publications, national and international scientific associations), always promoting a true intercultural dialogue (Chanlat, 2014b; Chanlat, Davel, & Dupuis, 2013; Chanlat & Pierre, 2018; Davel, Dupuis & Chanlat, 2008) between linguistic worlds, and remaining attentive to this bond with the Brazilian community that is dear to me for the reasons I have previously mentioned, a community that has, in my opinion, despite the previous criticisms, all the elements necessary for a scientific field that aspires to relative autonomy: demographic number, journals, publishing houses, scientific associations, conferences, etc. (Chanlat, 2015). It was precisely for this reason that, as much as I could, I encouraged numerous colleagues, particularly French speakers, to participate in events in Brazil, and numerous Brazilian colleagues to participate in French language events. I also tried to publicize some of their works in French, including in the collection I direct at Laval University publishing house (Cavalcanti, 2011).

This spirit of openness is based, among other things, on multilingualism and an active policy in terms of translation that allow us access to foreign thinking (Helsinki, initiative, 2019). This is often not the case with our American colleagues, whose monolingualism and the few translations of our reference works in English that are available to them very often result in them becoming academically provincial, as Gaylord Georges Candler (2014) reminds us with regard to the reception of the thinking of Guerreiro Ramos in the United States. This provincialism, of course, is not exclusive to our American colleagues. Brazilian researchers who often master several languages are, therefore, well-placed to avoid this trap if this multilingualism is used to develop original works about their reality, knowingly dialoguing with other linguistic worlds in full knowledge of the cause (Bertero et al., 2013; Chanlat, 2014a, 2015; Clegg & Bayley, 2007), and so materializing Guerreiro Ramos's (1981/1989) thought: "Only through the free experience of reality and its precise articulation can substantive rationality be understood".

I would like to conclude this article in this special issue of *RAE* with the wish that relations between Brazilian and French-speaking researchers be maintained and developed through benevolent reciprocity, as Guerreiro Ramos wanted (1984). This will occur through works being regularly published in our different journals and by our several

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publishing houses, and of course in this multilingual journal, *RAE*, that has become a journalistic benchmark (Tonelli, 2018), and to which I offer my sincere wishes as it continues on this formidable adventure that started sixty years ago. Sixty years is, in fact, an unforgettable anniversary for a scientific journal in administrative sciences. *

* In comparison, the American journal, *Administrative Science Quarterly*, was founded in 1956, only five years before.

## NOTE

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## AUTHOR'S CONTRIBUTION

The author declares, upon his honor, to have done this work by himself; from conceptualization to theoretical approach and methodology, up to the final version.

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# ARTICLES

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# ACADEMIC JOURNALS AS AGENTS OF THE SCIENTIFIC FIELD OF ADMINISTRATION

*Revistas acadêmicas como agentes do campo científico de Administração*

*Revistas académicas como agentes del campo científico de la Administración*

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## ABSTRACT

Academic journals are important agents of the scientific field of Administration, understood as a space characterized by a logic of its own, where several actors compete and resort to various types of capital in order to determine the monopoly over scientific authority. How do academic journals follow and reflect the dynamic of the scientific field of Administration in Brazil? How do these actors position themselves in such a field? This article shows how academic journals are important agents that mark the field's dynamic and reinforce scientific contribution legitimation strategies. Finally, we discuss the current internationalization challenges for journals in the area in the light of the field's dynamic.

**KEYWORDS** | Academic journals, scientific field of Administration, legitimation, rhetoric, internationalization.

## *RESUMO*

*Revistas acadêmicas são importantes atores do campo científico de Administração, entendido como um espaço caracterizado por uma lógica própria de jogo, onde diversos agentes competem, recorrendo a vários tipos de capitais, para determinar o monopólio da autoridade científica. Como as revistas acadêmicas acompanham e refletem a dinâmica do campo de Administração no Brasil? Como esses atores se posicionam nesse espaço? O trabalho evidencia como as revistas acadêmicas são importantes agentes que marcam a dinâmica do campo e reforçam estratégias de legitimação para as contribuições científicas. Por fim, discutimos os atuais desafios de internacionalização para as revistas da área à luz da dinâmica do campo.*

***PALAVRAS-CHAVE*** */ Revistas acadêmicas, campo científico de Administração, legitimação, retórica, internacionalização.*

## *RESUMEN*

*Las revistas académicas son actores importantes del campo científico de la Administración, entendido como un espacio caracterizado por su propia lógica de juego, donde diferentes agentes compiten, recurriendo a diversos tipos de capital, para determinar el monopolio de la autoridad científica. ¿Cómo siguen y reflejan las revistas académicas la dinámica del campo de la Administración en Brasil? ¿Cómo se posicionan esos actores en este espacio? El trabajo muestra cómo las revistas académicas son agentes que marcam la dinámica del campo y reforzando estrategias para legitimar la contribución científica. Finalmente, discutimos los desafíos actuales de internacionalización para las revistas del área a la luz de la dinámica del campo.*

***PALABRAS CLAVE*** */ Revistas académicas, campo científico de la Administración , legitimación, retórica, internacionalización.*

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## INTRODUCTION

The emergence of the Administration field as a distinct knowledge field responded to the consolidation of the Vargas era's administrative reform and to the industrial-developmentalism that was in course in the country since the 1950s (Barros & Carrieri, 2013). Several studies analyzed important aspects of the new field, such as manager education (Motta, 1983), managerial knowledge (Barros, Cruz, Xavier, & Carrieri, 2011; Curado, 2001), Administration teaching and the establishment of Administration degree programs (Barros, 2011; Barros & Carrieri, 2013; Fischer, 1984a, 1984b, 1993, 2010; Fischer et al., 2011; Nicolini, 2007) or Public Administration degree programs (Coelho, 2006; Coelho, Olenscki, & Celso, 2010; Nicolini, 2003).

Within a few decades, this field spread numerically into several dimensions: thousands of undergraduate and tens of graduate programs (Bertero, 2003), the strengthening of entities such as the National Association of Graduate Studies and Research in Administration (ANPAD), which expands from its eight founding graduate programs in 1976 to over 190 programs nowadays, thousands of participants in the area's scientific meetings (EnANPAD), the multiplication of academic events and the consolidation of institutional and individual evaluation criteria that prize or punish quality and productivity, as in the examples of Coordination for the Improvement of Higher Education Personnel' (*Coordenação de Aperfeiçoamento de Pessoal de Nível Superior [CAPES]*) accreditation or National Council for Scientific and Technological Development's (*Conselho Nacional de Desenvolvimento Científico e Tecnológico [CNPq]*) productivity grant awarding processes (Peci & Alcadipani, 2006).

The dynamic of Administration academic journals follows and reflects this qualitative growth of the field. The first journals emerge in the 1960s – *Rausp Management Journal (RAUSP), Revista de Administração Pública (RAP) e Revista de Administração de Empresas (RAE)* – and dominate the field's scientific output for several decades. This output begins to gradually increase in the 1980s and 1990s, but the quantitative leap takes place from 2000 onwards. Today, there are more than 300 academic journals in the Administration field (Rosa & Romani-Dias, 2019a). We still tend to overlook how these actors positions themselves in the scientific field of Administration and also how they differentiate from each other.

This article starts from the premise that journals are key actors that mark the dynamic of the scientific field of Administration. Indeed, academic journals play a double role: they are a field's main channels for communicating scientific output to its internal (researchers) and external members (the media, society); they are simultaneously important agents that mark the dynamic of the scientific field of Administration, alongside researchers, programs, associations and other relevant actors who mark its dynamic.

Based on a constructivist view of the scientific field, conceived of as a space marked by a logic of its own, pervaded by power relations, where agents compete for the monopoly over scientific authority and resort to several types of capital (Bourdieu, 1983; Flingstein & McAdam, 2012), in this article, we reflect about the historical evolution of the Administration field and the positions that scientific journals have taken in this trajectory. We focus our approach on the Organizational Studies area to rhetorically analyze 500 national and international scientific articles published in the area's journals over six decades, and we identify: a) how the field's scientific journals evolve; b) the main legitimation strategies that sustain what a scientific contribution is; c) how these strategies reflect the Administration field's qualitative and quantitative growth.

Finally, we analyze the challenges posed by internationalization metrics and argue that the contribution of academic journals in Brazil for developing Administration knowledge must be seen in the light of the field's power game, currently threatened by cuts in the public funds that supported its quantitative expansion over the last decades.

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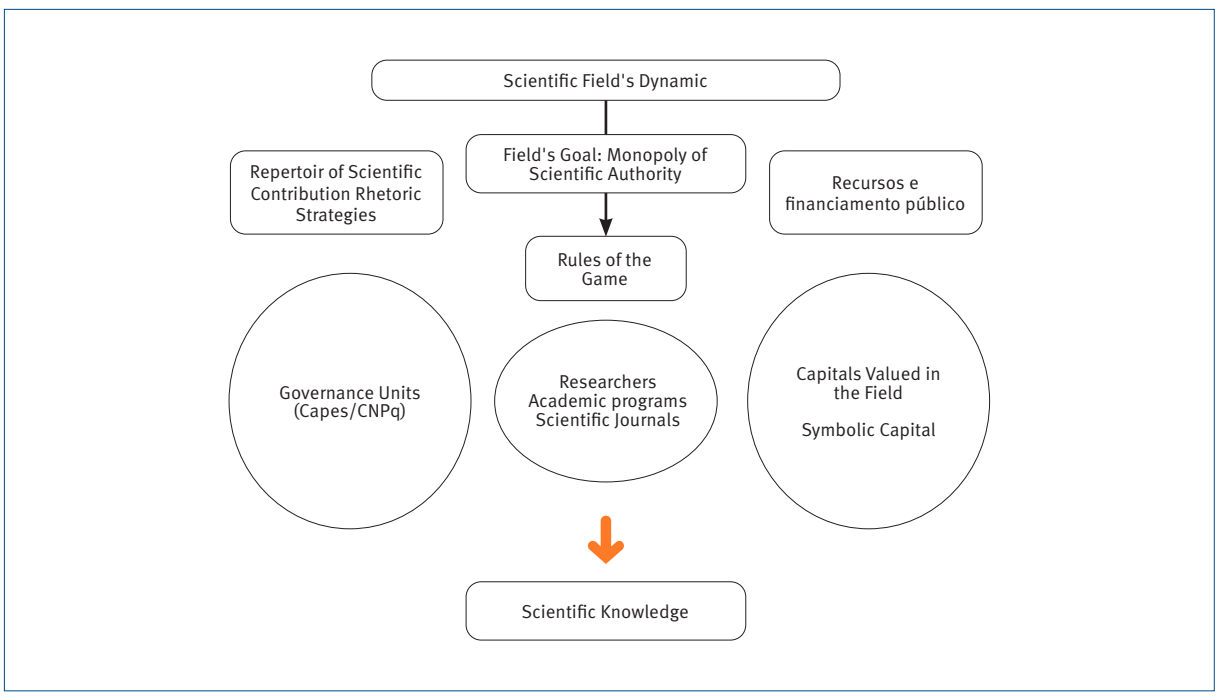
## ADMINISTRATION AS A SCIENTIFIC FIELD

A field is a mid-level social arena marked by a distinct logic, pervaded by power relations and characterized by its own players and game rules (Bourdieu, 1983, 1991; Davis & Marquis, 2005; Flingstein & McAdam, 2012). The scientific field can be understood as a space characterized by a competitive struggle for the monopoly over scientific authority, a competition space where individual and collective agents work to value their own capital by means of accumulation strategies imposed by competitors and appropriated in order to determine the structure's preservation or change (Bourdieu, 1983, 1991; Davis & Marquis, 2005; Martin, 2003).

In the competition around the game, monopolizing scientific authority's superiority becomes the object of rivalry between the players-actors, here understood as academics, education/research institutions, scientific journals or even networks of researchers, guiding their action strategies and relationships. These individual and collective actors resort to various resources as a legitimation means within the scientific field, as shown by analyses of power relation dynamics in various scientific fields (Burri, 2008; Hong, 2008; Klenk, Hickey, & Maclellan, 2010).

Figure 1 summarizes the Administration field's dynamic by highlighting researchers, academic programs, and scientific journals as the main agents in this field who compete in pursuit of the monopoly over scientific authority. The field's evolution is marked by various factors, among which we highlight the availability of funds (whether public or private) and the role of governance units such as CAPES and CNPq, which, through their rules, encourage a competitive dynamic in the field (rankings). Additionally, the figure highlights that, for the scientific field, some types of capital (linguistic, social) are more relevant than others, and take on the status of symbolic capital.

Figure 1. **The scientific field: Logic, actors and capitals**





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Scientific knowledge is a product of this power field and its dynamics. In other words, articles published in the area's main journals will reflect this dynamic.

## METHODOLOGY

In order to identify, from a longitudinal perspective, the evolution of the scientific output – journal articles - resulting from the field's evolution, we present here the findings of a study that analyzed a set of scientific articles published from 1960 to 2014, with a focus on Organizational studies.

We build on the study by Locke and Golden-Biddle (1997) to present the analysis regarding the rhetorical strategies that define and differentiate a scientific contribution. A database was built in Excel which centralized information around the articles published in the 1960-2014 period. Based on the articles, we collected information regarding a scientific field's game rules: publication in journals (currently ranked); institutional affiliation programs (currently ranked); and CNPq research productivity grants (currently ranked). We also considered information concerning the year of publication, categories of scientific contribution legitimacy strategies, author(s) and country of academic background.

The idea of gathering these data which are scattered around the field's game rules is justified since many of them are considered as a possibility for indicating agents' position-takings and positions, such as the journal's Qualis rating, affiliation program rating and categories of scientific contribution legitimacy strategies. Journals' Qualis CAPES rating can also provide an indication of agents' scientific capital. On the other hand, the authors and affiliation institutions are considered essential for relating the scientific contribution legitimacy strategies, since they are the individual and collective agents in the field.

Besides the fact that CNPq productivity grant holders' data can be interpreted as indication of positions held in the field, such data also provide information about economic capital. Of these 500 articles, 430 were published in national periodicals and 70 in foreign periodicals, the latter having been written by Brazilian researchers holding a CNPq productivity grant. These articles were included in the study due to a possible comparison between the scientific contribution legitimacy strategies used in both types of periodicals. This data collection used temporal cut-points that allowed analyzing the 1960s, 1970s, 1980s, 1990s, 2000s and the 2012-2014 period. Table 1 below shows the amount of articles analyzed per decade.

Table 1. **Amount of articles analyzed per decade**

| Analyzed Period | Amount |
|---|---|
| 1960s | 9 |
| 1970s | 18 |
| 1980s | 23 |
| 1990s | 54 |
| 2000s | 190 |
| 2010s | 206 |


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As we will detail below, the study helps understand the scientific output published in our field's journals in the light of the legitimation strategies the actors resort to and how these strategies are empirically handled so as to fit the social positions and resources of the agents who compete for authority in the field. Finally, the analysis allows understanding how the main agents, including journals, take their positions in the scientific field of Administration since 2000.

## LONGITUDINAL ANALYSIS OF THE FIELD

The beginning of the national scientific output in Organizational Studies took place in the 1960s, with the emergence of the first Administration journals, *RAUSP*, *RAP* and *RAE*. Output was then scarce, and much of it comprised articles by foreign authors or translations of articles published in international periodicals or works by foreign professors invited to teach courses in international cooperation programs between Brazilian and American universities, as was the case with FGV EAESP (Alcadipani & Bertero, 2012). Not only were there few journals at the time, but the number of issues was also small, the same occurring in the 1970s. From the 1980s and 1990s, output grew slowly, but it was from 2000 onwards that a quantitative leap took place, accounting for 78% of the total of 500 works analyzed.

The growth we observe reflects the creation of new programs and, particularly, new journals since the 1990s. The field changes due to the entry of new individual and collective agents, thus starting its consolidation. In this decade, the CNPq creates the Lattes Platform and the Research Group Directory, which are key instruments for promotion, evaluation, monitoring and guidance activities aimed at research encouragement policies and guidelines. In 1998, the CAPES changes the graduate education rating scale to a 1-7 numerical system, and takes on the role of governance unit, supervising compliance with the field's rules and good overall functioning, and facilitating the system's reproduction (Fligstein & McAdam, 2011, 2012).

From 2000 onwards, the field consolidates significantly as it receives more graduate programs, researchers and students, thus tripling its output compared to the previous decade. Co-authorship relations begin to predominate, justified by the pressure to publish and also by the growth of the field, now formed by a greater number of research groups with more inter-institutional collaboration. Single-author works become the category with less occurrences (Table 2), thus showing the importance of social capital in the field (Bourdieu, 1998).

Table 2. **Types of authorship – national articles – from 1960 to 2014**

| Type of Authorship | 1960 | 1970 | 1980 | 1990 | 2000 | 2010-2014 | Amount | (%) |
|---|---|---|---|---|---|---|---|---|
| Single | 9 | 15 | 17 | 39 | 51 | 18 | **149** | **34.65** |
| Co-authorship 2 | 0 | 2 | 5 | 11 | 69 | 78 | **165** | **38.37** |
| Co-authorship 3 | 0 | 0 | 1 | 3 | 34 | 42 | **80** | **18.60** |
| Co-authorship 4+ | 0 | 0 | 0 | 0 | 10 | 26 | **36** | 8.37 |
| Total | 9 | 17 | 23 | 53 | 164 | 164 | 430 | 100 |

Source: Data from the study.


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From 2005, after a quantitative growth in graduate programs, the CAPES induces a qualitative change in the evaluation of scientific output, including new guidelines that again focus on journals` evaluation process, such as impact and citation factors, as well as indicators regarding the scientific participation in the national and international contexts. This way, CAPES enhances again its strategies as a governance unit in the field (Fligstein & McAdam, 2011, 2012).

The quantitative growth continues between 2010 and 2014 and equals the previous decade's total output, reflecting the increase in the number of programs, resulting from the growing availability of public resources and funding. As exemplified in Table 3, CNPq's investments on the Administration area grew significantly in 2012 and 2013, doubling the volume compared to the previous year, occupying the 10th position in the ranking of investments made in the year 2014.

Table 3. **CNPq – Investments on grants and on Administration research promotion – 2001-2014 (ranking based on total investments for 2014)**

| Rk | Knowledge Area | Investments (1,000 reais - current) | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | **2014** |
| 10 | Administration | 9,425 | 8,399 | 7,551 | 8,151 | 7,336 | 8,226 | 9,988 | 9,607 | 10,740 | 15,574 | 15,561 | 34,764 | 72,944 | 77,041 |

Source: CNPq - Investments on grants and research according to knowledge areas - 2001-2014
Available at: http://memoria.cnpq.br/documents/10157/77140d9e-5698-4242-8e53-2a72cd7ff1d7 Retrieved on: March 2021

In terms of the distribution of Organizational Studies articles in Brazilian periodicals, we can observe the persistence of pioneering journals, such as *RAE* and *RAP*, which lead in number of articles. New actors appear, such as *Cadernos EBAPE.BR*, in 2003, with a significant output for an 11-year period. The journal *Organizações & Sociedade (O&S)*, created in 1993, comes next, reinforcing its relationship with Organizational Studies.

Table 4. **Distribution of articles in Brazilian periodicals**

| Periodical | Articles | (%) |
|---|---|---|
| RAE | 73 | 16,98 |
| RAP | 67 | 15,58 |
| Cadernos EBAPE.BR | 46 | 10,70 |
| O&S | 31 | 7,21 |
| Revista de Administração Mackenzie | 30 | 6,98 |
| RCA-Revista de Ciências da Administração | 28 | 6,51 |
| RAC - Revista de Administração Contemporânea | 24 | 5,58 |
| REGE-Revista de Gestão | 23 | 5,35 |
| Gestão e Planejamento | 17 | 3,95 |
| REAd - Revista Eletrônica de Administração | 14 | 3,26 |
| Economia & Gestão | 11 | 2,56 |
| Rausp | 11 | 2,56 |
| RAU-Revista de Administração | 7 | 1,63 |

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Table 4. **Distribution of articles in Brazilian periodicals**

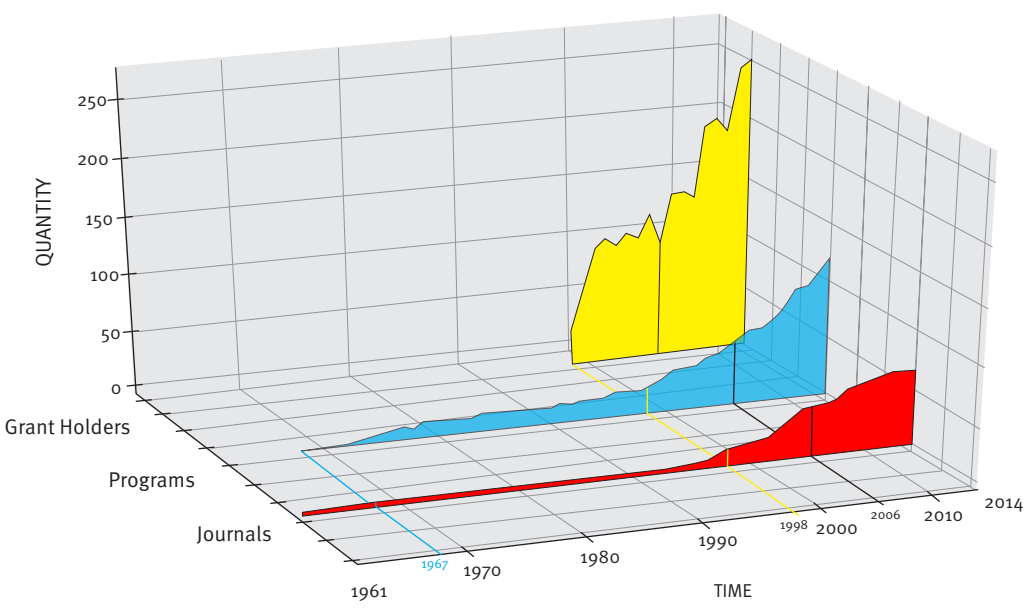
Concludes

| Periodical | Articles | (%) |
|---|---|---|
| RECADM-Revista Eletrônica de Ciência Administrativa | 7 | 1,63 |
| Desenvolvimento em Questão | 6 | 1,40 |
| FACES | 6 | 1,40 |
| Gestão e Tecnologia | 6 | 1,40 |
| Pretexto | 5 | 1,16 |
| RGO - Revista Gestão Organizacional | 5 | 1,16 |
| Alcance | 3 | 0,70 |
| Revista de Administração da UFSM | 3 | 0,70 |
| Contextus | 2 | 0,47 |
| RBGN - Revista Brasileira de Gestão de Negócios | 2 | 0,47 |
| BAR - Brazilian Administration Review | 1 | 0,23 |
| BASE | 1 | 0,23 |
| Gestão e Regionalidade | 1 | 0,23 |
| Total | 430 | 100 |

Source: Data from the study.

Graph 1 shows the longitudinal evolution of the field around its key agents. The quantification of CNPq research productivity grant holders starts from 1998, since not until then were these data systematized in the institution.

Graph 1. **Longitudinal evolution of grant holders, programs and journals – from 1961 to 2014**




Source: Data from the study.


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From the 2000s, publications in international journals become more significant, accounting for 33% of the total scientific output. Before that, the internationalization consisted only of sporadic publications. From 2010 to 2014, publications already double compared to the previous decade. This period coincides with increases in investments on grants and research by CNPq (see Table 3). Such increase is reflected not only on bigger numbers of programs and researchers in the fields, but also on changes in CAPES`s evaluation concerning the rating of programs, academic journals and publications.

## Scientific Contribution Legitimation Strategies

How do articles build their scientific contributions in the attempt to legitimize themselves in a scientific field? To understand this question, we resort to the rhetorical analysis of scientific texts (Gusfield, 1976), which allowed us to identify the main legitimation strategies (Locke & Golden-Biddle, 1997) adopted in the publications.

This rhetorical analysis proposes to incorporate not only the content of argumentations, but also how they support and yield credit to the text, with a focus on identifying textual characteristics and rhetorical practices that will help support arguments' validity (Locke & Golden-Biddle, 1997). Thus, the legitimacy strategies identified in the texts analyzed were categorized based on thematic content analysis ,defining the categories by means of a large mixed analysis (Bardin, 2006).

We focused on the articles' introduction, considering that it is usually in this section that the authors present, defend and sustain the contributions of their works. We considered the passages where the authors argued about the importance or differential of their work in relation to the state of the field, about why they chose the object of study and about the contributions the study provides. This process produced 1,062 text segments. At the end, the categorization data were entered into the database. In order to add greater reliability to the categorization, double and independent coding was used in this stage, based on a sample of 50 articles, i.e., 10% of the study's sample (Gaskell & Bauer, 2005; Kirk & Miller, 1986).

Thus, we arrived at the four main categories about the scientific contribution legitimation strategies present in this study: internal scientific discourse, external scientific discourse, practice discourse and differentiation discourse. In addition, we also identified the category with no specific discourse and another 11 different combinations of the four main categories that appeared in the articles' texts. Exhibit 1 summarizes the categories and their definitions.

The analysis showed that ISD and PD, as well as a combination of both (ISPD), are the main legitimation strategies historically used in the field. Considering the distribution and evolution of the most predominant legitimacy strategies, one can see how, until the 1990s, though there were differences, these discourses were closer, and how, from the 2000s, ISD quantitatively soars compared to PD and ISPD (Graph 2).

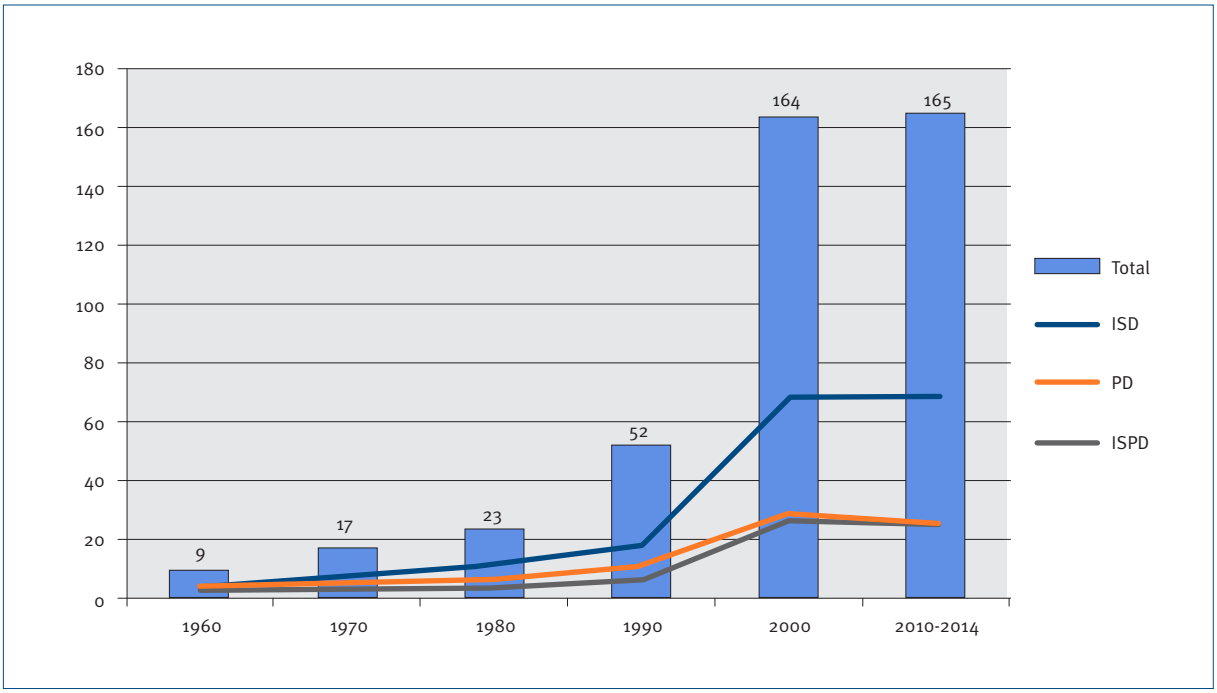
In international journals, we can see a predominance of ISD in relation to the other legitimacy strategies. ISPD also appears, to a lesser extent (21.42%), as authors' second most used strategy. Thus, ISD appears in 72.84% of publications, showing that it is the favorite strategy of authors who publish in international journals. The massive use of this strategy in international articles is probably owing to periodicals' demands for highlighting papers` scientific contributions. Unlike national articles, here, PD does not appear as one of the most used legitimacy strategies and, like other categories, it occurs to a low degree in the analyzed articles as a whole, being particularly present in the early decades.

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## Exhibit1. **Scientific contribution legitimation strategies**

| Categories and Definitions | Code |
|---|---|
| Internal Scientific Discourse | ISD |
| The set of scientific contribution legitimacy strategies based on the work's own scientific field, i.e., strategies used by researchers which refer to other researchers in the same field. | |
| External Scientific Discourse | ESD |
| Legitimacy strategies based on other scientific fields, i.e., strategies used by Organizational Studies researchers which dialogue with other scientific works exterior to Administration, justifying the study by themes in common which are explored by other disciplines | |
| Practice Discourse | PD |
| The set of scientific contribution legitimacy strategies that consist in contributions that emphasize practical problems, solutions for organizations or the society in general, and focus on academic research's practical relevance. Such works speak not only to the scientific-academic community, but also to other actors in society. | |
| Differentiation Discourse | DD |
| The scientific contribution legitimacy strategy that defends its contributions through the critical assimilation or adaptation of theories foreign to the local reality, rather than simply repeating or acritically applying a foreign model. | |
| No Specific Discourse | NSD |

## Graph 2. **Evolution of the predominant legitimacy strategies in national articles – from 1960 to 2014**

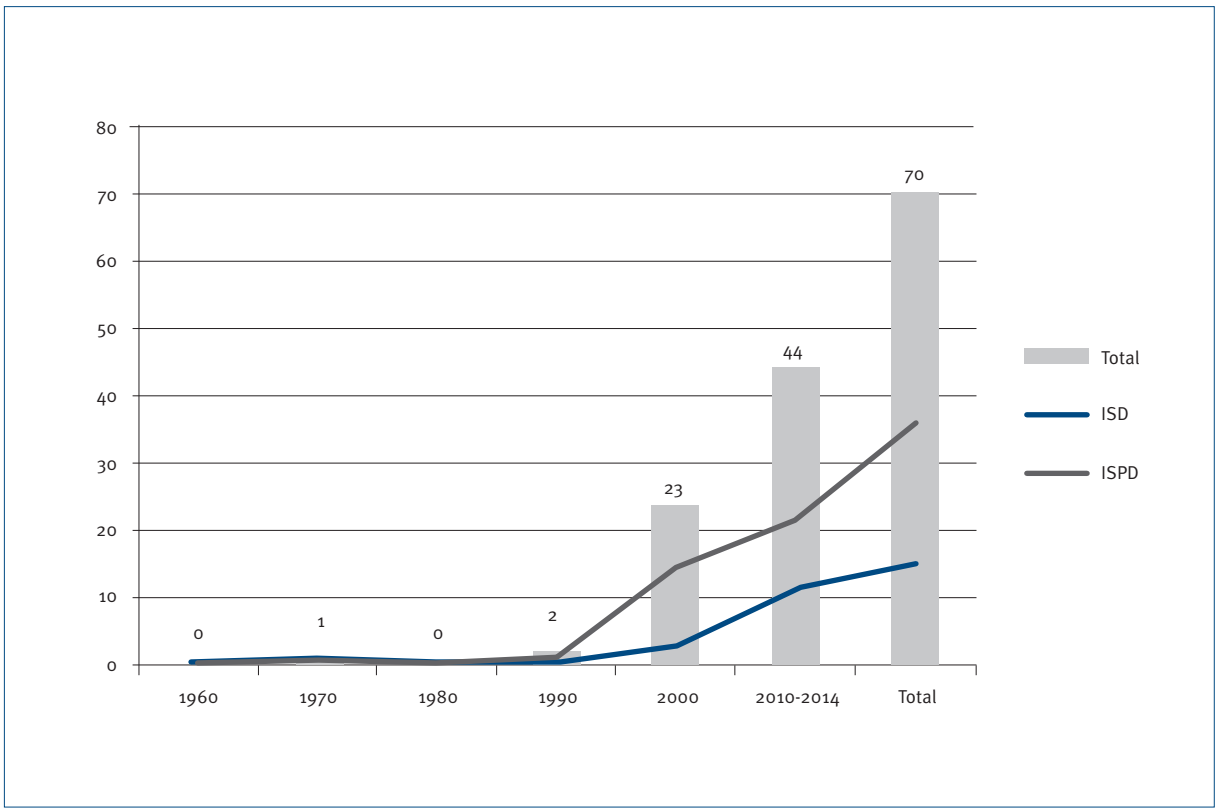



Source: Data from the study.


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As shown in Graph 3, legitimacy strategies ISD and ISPD follow the emergence of international output from the 2000s. In absolute terms, legitimacy strategy ISD increases, although, in relative terms, its percentage decreased in the 2010-2014 period when compared to the 2000s. Despite these differences, in both modes of comparison, ISD still appears as the most used strategy.

Graph 3. **Evolution of predominant legitimacy strategies in international articles – from 1960 to 2014**




Source: Data from the study.

## Practice Discourse (PD) – 1960s and 1970s

Considering the percentage of occurrence in relation to the total output for each period, PD was a more relevant legitimacy strategy in the field's early stage, between the 1960s and 1970s, but it gradually decreased over the years, as the field grew more structured, though it has not disappear. Given that the maturation of the Organizational Studies field required it to develop and consolidate in academic terms in order to establish itself as a scientific field, one can see why this legitimacy strategy appeared more predominantly in the field's early periods. The very form of discourse in this type of legitimacy strategy, directed to other actors in society, particularly in the organizational setting, makes more sense in a time when the academic field was not so solidly established (see Curado, 2001).

It is worth highlighting that even though PD appeared to a lesser extent when considering the total output of publications, it progressively increased in terms of quantity, in parallel with the increase in publications in the

field. This shows that it has not disappeared and, since it is authors' second most used scientific contribution legitimation strategy, it should still be considered an important form of legitimacy of scientific knowledge in the field.

## Internal Scientific and Practice Discourse (ISPD) – 1970s and from 2000 onwards

ISPD as a legitimacy strategy predominated in the 1970s, in the field's early stage. It was resumed from the 2000s, a time of consolidation for the field, until 2014, the end of the analyzed period. It is worth stressing that its predominance in the 1970s occurred in the national publications only, since there was hardly any international publication by Brazilian authors at the time. Its resumption from the 2000s, on the other hand, occurred in national publications and was also predominant in the international publications.

IPDS's resumption took place by combining and associating ISD, which was already strong in this period, with PD, which was losing strength as a strategy, thus forming the new category ISPD. Thus, PD got a new boost, since it was associated with ISD.

Legitimacy strategy ISPD's predominance should be contextually understood with the evolution of knowledge in Administration, which, despite having become structured as a scientific field, did not lose its relationship with the applicability of its contributions. After all, Administration is an applied social science, and therefore it does not lose its practical character. Due to this fact, while it is not the most recurrent strategy in the analysis, ISPD is relevant in the area as it combines the practical approach, which is still present, and the academic-scientific tendency which developed over the field's evolution.

## Internal Scientific Discourse (ISD) – from 1980s onwards

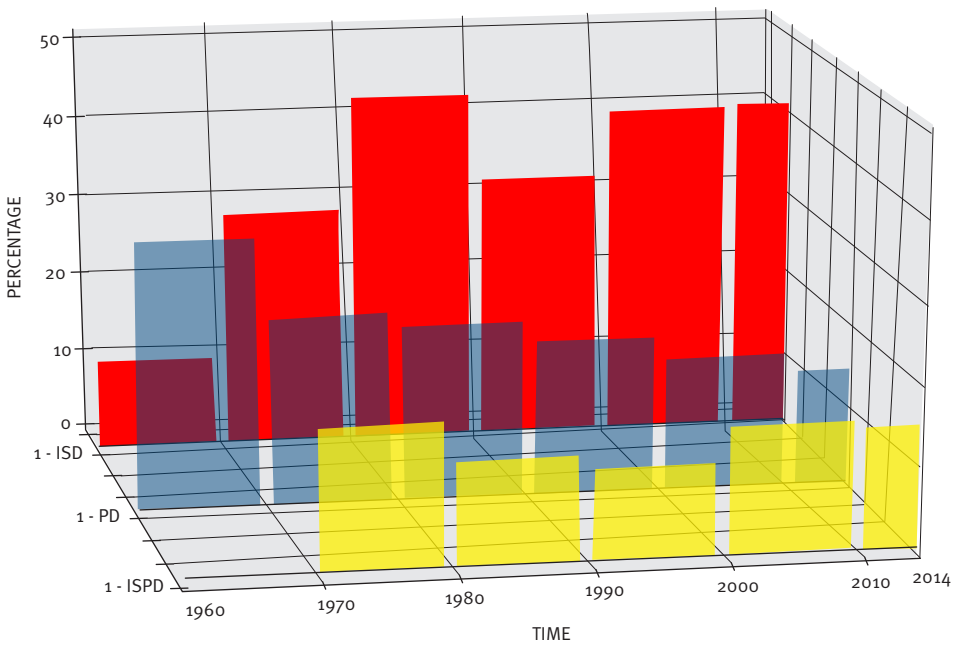
ISD has been present in each decade in the national output, and it stands out from the 1980s, when the field's structuring was still in course. But it becomes even more pronounced from the 2000s, a period when the field consolidates and reaches a high degree of elements such as programs, resources, journals and researchers. In the international output, ISD appears from the 2000s onwards, along with the emergence of these publications, when Brazilian researchers began to be more encouraged and suffer more pressure by research promotion agencies and programs to publish in foreign periodicals, preferably those with a good CAPES rating.

ISD's significant increase in the last decades, associated with the increase and strengthening of the elements highlighted above, is an indication of the field's scientific maturation, particularly if we take into account that PD's occurrence, isolatedly considered, decreases, while the combination ISPD grows stronger. In other words, not only does ISD's occurrence, isolatedly considered, grows stronger, but it is also strengthened by the combination ISPD, thus showing that, in the field's consolidation period, PD loses strength when used isolatedly, thus requiring support by ISD. Graph 4 summarizes this trajectory.

The discourses gain or lose strength in certain periods, and researchers and the journals themselves progressively use them by means of scientific contribution legitimacy strategies, in order to build studies that allow them to obtain authority and legitimacy so as to accumulate symbolic capital, thus taking on better positions in the field's game of forces. Ultimately, all legitimacy strategies seek some form of obtaining the monopoly of truth, i.e., of scientific authority by arguing that truth in different forms and resorting to different strategies.

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Graph 4. **Evolution of the main scientific contribution legitimacy strategies in percentages of total output – from 1960 to 2014**




Source: Data from the study.

## FINAL REFLECTIONS: THE GAME OF THE SCIENTIFIC FIELD AND THE ROLE OF JOURNALS

The empirical analysis conducted thus far has shown that the field of Organizational Studies in its pre-2000s form did not have characteristics that might bring it close to a scientific field, since it was characterized by a small number of institutional and individual actors/players and by the quasi-absence of a game or competition between them.

With the growth of agents, such as researchers, programs and academic journals, which was made possible by increased public funding, a dynamic field was structured which, in turn, demands that differentiated positions be taken by these various agents, defining field`s competition dynamic around a common goal – the monopoly of scientific authority (Bourdieu, 1983, 2004; Fligstein & McAdam, 2011, 2012).

These positions are reflected in different combinations of programs, researchers and scientific journals, considering graduate programs' ratings, the journal's Qualis CAPES rating, being or not in receipt of a CNPq productivity grant, and the legitimacy strategies that are more frequently used.

We highlight three combinatory typologies of actors observed in the scientific field's competition in the country. The so-called "scientific" are the groups of best positioned actors in the field, who frequently use legitimacy strategy ISD, publish internationally or in top-ranked national periodicals (high Qualis rating), are affiliated to foreign institutions or to graduate programs rated 7 to 4, and part of them are CNPq productivity grant holders. The "bridges" are groups of actors situated between two legitimacy strategies, using the combination ISPD. They are divided in international publications, but also in national periodicals with good and average ratings (A2 and B1), are affiliated to institutions with programs rated 7 to 4, and some are CNPq productivity grant holders. The "locals", on the other hand, are groups of actors situated in lower positions in the field. They use legitimacy strategy PD, do not publish internationally, but nationally, in some cases, in well-rated periodicals (A2), but in others, in lower-rated periodicals (B3) and are affiliated to programs rated 6, 4, 3 or even have no affiliation to a graduate program.

These typologies should be interpreted as ideal types of actors-players (individuals, networks, institutions and journals) who dialectically tend to change positions according to the field's dynamic, while seeking to influence that dynamic.

Journals, as the main means of dissemination of scientific contribution, play a key role in the scientific field's competitive dynamic, since they are ranked and help rank researchers and programs, thus promoting the logic of competition inherent to the game. This role, in the Brazilian case, is spurred by the competitive logic of CAPES/CNPq, which imposes the logic of rankings for programs, individual researches and academic journals.

The field's quantitative growth process described above is reflected in the multiplication of all actors: programs, researchers and academic journals. Today, the Administration field in Brazil has over 300 national journals. The growth has followed only the logic of multiplication of programs and researchers in a productivist movement that has been long criticized by various authors in the field, and is reflected in periodicals that are irrelevant from the scientific point of view (Bertero et al., 2013; Rosa & Romani-Dias, 2019).

In their pursuit of differentiation, national journals seek to respond to the current pressure towards "internationalization". The movement materializes in various forms, as analyzed by Rosa and Romani-Dias (2019a; 2019b): while 60% of the journals with a high Qualis rating (A2) are bilingual or English-only publications, 73.33% of B1 periodicals and 100% of B5 periodicals publish in Portuguese only. The authors note that many national journals have no significant presence in the main national (SciELO) and international indexers (Scopus, Web of Science, among others), and have low-impact metrics compared to their international peers.

Moreover, the journals that are best rated in international indexers tend to coincide with and represent, to a large extent, pioneering journals in the field, such as *RAE* and RAP, which indicates an important role for historical reputation and institutional investment in the periodical. Finally, internationalization is far from making for a genuine contribution by the Brazilian field in the international arena, since a thematic and methodological mimestism of the American context tends to predominate (Peci & Fornazin, 2017).

It seems very likely, however, that internationalization, inasmuch as it is incorporated as one of the main rating and ranking criteria for programs, researchers and journals, has become the new symbolic capital in the Administration field, a new strategic resource that differentiates players in the competition for the monopoly of scientific authority. As the field's dynamic changes, resources are skillfully changed to keep and respond to the competitive logic of the scientific field's game in action.

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## AUTHOR'S CONTRIBUTIONS

Alketa Peci e Lilian Alfaia Monteiro worked on the conceptualization and theoretical-methodological approach. The theoretical review was conducted by both authors. Lilian Alfaia Monteiro worked on data collection. The data was analyzed by both authors. All authors worked together in the writing and final revision of the manuscript.

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# ARTICLES

**Invited article**

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# THIRTY YEARS: LIFE, READING AND THE WRITTEN WORD WITH *RAE*

*Trintena: Uma trajetória de vida, leitura e escrita com a RAE*

*Trintena: Una trayectoria de vida, lectura y escritura con la RAE*

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## ABSTRACT

The article is a report on the researcher's career path and her activities in relation to *RAE* over the last 30 years. It presents the main works she has published, her interaction with colleagues and the importance of this path. This is a recollection whose aim is to inform and, who knows, to inspire young researchers.

**KEYWORDS |** Organization studies, career path, editorial work, academic writing, recollection.

### *RESUMO*

*O artigo relata a trajetória da pesquisadora e sua atuação a partir da RAE nos últimos 30 anos, apresentando os principais trabalhos publicados, sua interação com colegas e a importância desse percurso, compondo uma memória que tem como objetivo informar e, quem sabe, inspirar, jovens pesquisadores (as).*

***PALAVRAS-CHAVE |*** *Estudos organizacionais, trajetória profissional, trabalho editorial, escrita acadêmica, memória.*

### *RESUMEN*

*El artículo relata la trayectoria de la investigadora y su actuación a partir de la RAE, en los últimos 30 años. Al presentar los principales trabajos publicados, su interacción con colegas y la importancia de este camino, compone una memoria que tiene como objetivo informar y, quién sabe, inspirar a los jóvenes investigadores.*

***PALABRAS CLAVE |*** *Estudios organizacionales, trayectoria profesional, labor editorial, escritura académica, memoria.*

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My first contact with *RAE-Revista de Administração de Empresas* was during my undergraduate course, around 1991. At the time I was studying Organizational Behavior, which was taught by Professor Cecília Bergamini in the Administration course at School of Economics, Business and Accounting of the University of São Paulo (*Faculdade de Economia, Administração, Contabilidade e Atuária, Universidade de São Paulo [FEA-USP]*), who indicated a piece of her own work *Motivação: mitos, crenças e mal-entendidos* [Motivation: myths, beliefs and misunderstandings] (Bergamini, 1990). From reading this text I became captivated by the issue of subjectivity in organizations, which is something that would run through my entire career and reach its peak in 2016 when I completed my theoretical education in psychoanalysis at the Psychoanalytic Circle of Minas Gerais (CPMG). *RAE* would become a part of my professional life for the next 30 years, which is half of my existence, since the journal is completing 60 years in 2021: its history in this period is entwined with my own story, because I have been a reader, reviewer, author, assessor, associate editor, translator, organizer and participant in forums, and always present when the journal introduced its editorial innovations.

In 1993, as a monitor on the Administration course, I spent hours in the library photocopying indices of journals and reading abstracts, which was our way of doing research at the time. Among these journals was *RAE*: FEA-USP had a complete collection, and I derived a lot of pleasure from immersing myself in those volumes, which were filled with knowledge and new challenges. In 1995, as a recent graduate and studying for my Master's in Public Administration at Business Administration School of São Paulo ( *Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas [FGV EAESP]*), I used to study the texts of Luiz Carlos Bresser-Pereira (1983, 1992) and the work of my supervisor, Professor Peter Kevin Spink on the Public Management and Citizenship Program (1995 -2005); what I read and the experiences I had were the foundation of my Master's dissertation (Paula, 1998a).

That same year, I started my career as a teacher of General Theory of Administration at *Faculdade de Tecnologia (Fatec)*, which was associated with São Paulo State University (*Universidade Estadual Paulista [Unesp]*). When putting together the bibliography for the subjects I was teaching, I systematically explored the pages of *RAE*, from which I selected such classic texts as:

- *A teoria da administração é uma ideologia*? [Is the theory of administration an ideology?] by Maurício Tragtenberg (1971);
- *Fordismo, toyotismo e volvismo: os caminhos da indústria em busca do tempo perdido* [Fordism, Toyotism and Volvoism: the paths of industry in search of lost time], and *Mudança organizacional: uma abordagem preliminar* [Organizational change: a preliminary approach], by Thomaz Wood Jr. (1992a, 1992b);
- *Controle social nas organizações* [Social control in organizations], *O poder disciplinar nas organizações formais* [Disciplinary power in formal organizations], and *As empresas e a transmissão de ideologias* [Companies and the transmission of ideologies], by Fernando Prestes Motta (1979, 1981, 1992).

One of the textbooks I used in the subjects I taught was *Introdução à Organização Burocrática* [An Introduction to Bureaucratic Organization] (Motta & Bresser-Pereira, 1986), so I can say that Maurício Tragtenberg, Fernando Prestes Motta, Peter Kevin Spink and Luiz Carlos Bresser-Pereira had great influence on my early career as a researcher and teacher.

In the midst of so much reading, in 1996 I still found the opportunity to write. The a small announcement on the pages of *RAE,* indicating that the journal was recruiting reviewers, caught my eye, and I volunteered to do this work. The editorial board sent me a book to review entitled "Third age careers: meeting the corporate

challenge", by Burnow and Fox (1994). I prepared my review, which resulted in the pleasure of seeing my own work published for the first time in the pages of an academic journal - and I was starting in the prestigious *RAE* (Paula, 1996)! What I did not suspect at the time was that this would be the beginning of a series of reviews that I would write for the journal:

- *The End of Work*, by Jeremy Rifkin (1996) (Paula, 1998b);
- *The Corrosion of Character*, by Richard Sennett (1999) (Paula, 2000);
- *Runaway world*, by Antony Giddens (2000), and *Por uma outra globalização* [For another globalization], by Milton Santos (2000) (Paula, 2001a);
- *Vida psíquica e organização* [Psychic Life and Organization], by Fernando Prestes Motta & Maria Ester de Freitas (2000), and *Gestão com pessoas e subjetividade* [Managing with people and subjectivity], by Eduardo Davel & Sylvia Constant Vergara (2001) (Paula, 2001b).

These last two are double critical reviews, which were the result of challenges posed by *RAE's* editorial board. A little later, I would review books by colleagues in the field, such as José Henrique de Faria (2004) (Paula, 2004a), Martin Parker (2002) (Paula, 2004b) and Keinert, Rosa, Meneguzzo (2006) (Paula, 2007).

I finished my Master's degree at FGV EAESP in 1998 and started my PhD in Social Sciences at Institute of Philosophy and Human Sciences of the University of Campinas (*Instituto de Filosofia e Ciências Humanas, Universidade Estadual de Campinas [IFCH-Unicamp]*) in that same year, when I continued exploring the Organizational Theory and Public Administration areas. A little earlier, in 1997, I had returned from a trip to California with a copy of the Handbook of Organization Studies (Clegg, Hardy, & Nord, 1996), which I purchased in the Stanford University bookstore. In that same year I took part in the meeting of the National Association of Post-Graduation & Research in Administration (*Encontro da Associação Nacional de Pós-Graduação em Administração [EnANPAD]*), for the first time, and came across Professor Miguel Caldas from FGV EAESP, and other colleagues who were arranging to have this book translated, including Brazilian texts with comments, which would be released in three volumes (Caldas, Fachin, & Fischer, 1998, 2001, 2004). My interest in the Organizational Studies field and in critical studies increased a lot during the period, and some of the texts published by *RAE* helped me with this:

- *Antropofagia organizacional* [Organizational cannibalism] (Wood & Caldas, 1998), which was my first contact with the thinking of Alberto Guerreiro Ramos;
- *Organizações de simbolismo intensive* [Intensively symbolic organizations] (Wood, 2000), which provided me with references by Guy Debord and other authors who would leave their mark on critical management studies (Mats Alvesson, Gibson Burrel & John Hassard);
- Fads and fashions in management (Wood & Caldas, 2000), which introduced me to the notion of managerial fads, which was explored by Eric Abrahamson.

In 2000 I was living in Rio de Janeiro and attended Brazilian School of Public and Business Administration (FGV EBAPE), where I took a course given by Professor Fernando Tenório in the graduate program on critical theory, when I had the opportunity to systematically read the work of Maurício Tragtenberg and Alberto Guerreiro Ramos, as well as classic texts from the Frankfurt School. As my final work of this course, I wrote an essay entitled "*Tragtenberg revisitado: as inexoráveis harmonias administrativas* [Tragtenberg revisited: inexorable administrative

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harmonies], which was presented at the ANPAD meeting in that same year, and published a little later in the Brazilian Journal of Public Administration (*Revista de Administração Pública [RAP]*) (Paula, 2002a).

That year I met Professor Thomaz Wood Jr. from FGV EAESP. I was going to the ANPAD meeting and I had a stopover in São Paulo. I boarded my flight for Florianópolis and totally by chance I sat next to Professor Wood, whom I already knew because of his articles in *RAE*. To my surprise, he had read my text and was going to be one of the speakers in the session in which I was going to take part. This meeting started a partnership that lasted for some years and that was based on research we did on management fads, known as pop-management. Also at this ANPAD meeting, I had my first contact with Professor José Henrique de Faria, who watched my presentation, and with Professor Rafael Alcadipani, who started his academic career working in the field of critical studies in Administration, in an intense cooperation with Professor Fernando Prestes Motta.

The article on Tragtenberg was very well received by the community at this ANPAD meeting, and by chance, Professor Thomaz Wood Jr. was just starting out as Editor-in-Chief of *RAE*. My summarization of Tragtenberg's thinking was timely, because *RAE* was organizing some posthumous tributes to him, and a forum to discuss his academic contribution. So I was invited to write a reflection for *RAE Documento*, which was published in Volume 41, Number 3, "Tragtenberg and the resistance of criticism: research and teaching in Administration today" (Paula, 2001c), alongside texts by Antonio José Romera Valverde, Fernando Prestes Motta and José Henrique de Faria. I believe that in 2001 we also had the opportunity to welcome Professor Fernando Prestes Motta to FGV EBAPE for a lecture on Maurício Tragtenberg, which was a great honor for me, since he made several references to the article I had presented at the ANPAD meeting in 2000.

If I remember correctly, it was also in 2001 or 2002 that I became an assessor and associate editor of *RAE*. In this position, and in partnership with Peter Pelzer, I organized the Theater, Cinema and Organizations Forum (Pelzer & Paula, 2002), with invited articles. I also translated two texts into Portuguese that went to make up this collection (Hölpl, 2002; Pelzer, 2002), something I would do on other occasions (Ford et al., 2003; Mckinley, Mone, & Moon, 2003). As an assessor, I helped many authors find ways of improving their texts and, in fact, I received the *RAE* Assessor of the Year award in 2003.

The year 2002 also marked the first appearance of *RAE-Eletrônica*, an independent edition that published issues for nine years until 2010, when the trend of digital editions became predominant and most journals stopped producing printed editions. To encourage the initiative of electronic editions, I submitted an article that dealt with moral harassment and the view of Herbert Marcuse, "Eros and narcissism in organizations" (Paula, 2003a), which was approved and published in the second volume of the journal. In 2004, Professor Rafael Alcadipani and I (Paula & Alcadipani, 2004) were invited by *RAE-Eletrônica* to organize the invitation to submit articles for the Critical Studies in Administration Forum, which complemented a spirited debate in the field of Organizational Studies at the time.

In 2002, *GV-Executivo* also appeared for the first time, and is still being published today. As an associate editor of *RAE* I was also encouraged to help with the publication, using language that was more appropriate for a business audience. I participated as an author in the first issue of the journal, with the text "Globalization questioned", a new review of the book by Milton Santos, *Por uma outra globalização* [For another globalization] (Paula, 2002b). I also collaborated with the text *Entre o desencanto e a rebeldia* [Between disenchantment and rebellion], when I addressed the dilemmas of training administrators (Paula, 2003b), and after with a review of the book by Richard Sennett (2003), Respect (Paula, 2003c).

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I finished my doctorate in Social Sciences at IFCH-Unicamp in 2003, where I was supervised by Professor Reginaldo Moraes, and started a post-doctoral course at FGV EAESP under Professor Fernando Prestes Motta. At that time I was preparing the original texts of my thesis for a book that was going to be published by the FGV publishing house: *Por uma nova gestão pública* [For a new public management] (Paula, 2005a). I was also finishing a cycle of research on pop-management with Professor Thomaz Wood Jr., which led to several publications, including a text on Brazilian professional MBAs, which was accepted by *RAE* (Wood & Paula, 2004) I was also starting post-doctoral research on production in critical Brazilian and international Organizational Studies, as well as on critical Brazilian thinkers, with a particular emphasis on Maurício Tragtenberg and Alberto Guerreiro Ramos.

Unfortunately, Professor Fernando Prestes Motta died in 2003, a few months after our partnership began, and I finished my post-doctoral work being supervised by Professor Peter Kevin Spink. In 2005, I had the opportunity to pay a posthumous tribute to Professor Motta in the journal, *Organizações & Sociedade* (O&S), with a brief text that discussed his attempt at adopting a psychoanalytic approach to organizations (Paula, 2005b), and publish a co-authored work on middle age, individuation and organizations, based on Jung (Motta & Paula, 2005).

In 2005, with the publication of the book *Por uma nova gestão pública* (Paula, 2005a), I submitted a summary text of the work to *RAE*, *Administração Pública brasileira entre o gerencialismo e a gestão social* [Brazilian Public Administration between managerialism and social management] (Paula, 2005c), which, when approved, was accompanied by a proposal to hold a debate, with Professor Luiz Carlos Bresser-Pereira (2005) as opposer, and with my rejoinder (Paula, 2005d). This, is, perhaps, one of the most cited articles of my academic career, and it was an honor to have this exchange with Bresser-Pereira, who over the years has held a position that is very similar to the one I was arguing at the time: the fundamental importance of social participation in public management.

It was also in 2005 that, after passing a public admission examination, I became an Associate Professor in the School of Economic Sciences (*FACE*) of the Federal University of Minas Gerais (*Universidade Federal de Minas Gerais [UFMG]*), where I remain until today. I would also work in the Center for Research & Graduate Studies in Business Administration (*Centro de Pós-Graduação e Pesquisas em Administração [Cepead]*), after spending ten years teaching at *Fatec* and other private universities, such as *Universidade Paulista* (UNIP) and the Pontifical Catholic University of Campinas (*Pontifícia Universidade Católica de Campinas [PucCamp]*). In 2006 the third special edition of *RAE - Minas Gerais* was being organized, and I had the opportunity to contribute with the text *Pedagogia crítica no ensino em Administração: desafios e possibilidades* [Critical teaching in Administration education: challenges and possibilities] (Paula & Rodrigues, 2006), the result of a partnership with Professor Marco Aurélio Rodrigues in research we carried out with the Specialization Course in Strategic Management (*CEGE*), which had been awarded in that same year with the award for Best Work in the Administration Research Education Division at *ANPAD*.

Between 2003 and 2006 I worked on my postdoctoral research, which resulted in various articles being published in Brazilian journals and also a book, *Teoria crítica nas organizações* [Critical Theory in Organizations] (Paula, 2008). Another result of this research was my last publication in *RAE*, which was carried out with the team I was working with at the time, *A tradição e a autonomia dos Estudos Organizacionais críticos no Brasil* [Tradition and autonomy in critical Organizational Studies in Brazil] (Paula, Maranhão, Barreto, & Klechen, 2010), which complemented the work of Professors Eduardo Davel and Rafael Alcadipani, *Os estudos críticos em Administração nos anos 90* [Critical Studies in Administration in the 1990s] (Davel & Alcadipani, 2003), by including a survey of articles that were also published in the 1980s, outlining the influence of authors such as Maurício Tragtenberg and Alberto Guerreiro Ramos on production in Brazil.

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Between 2003 and 2012 I continued to make a statement about the need for epistemological heterodoxy in critical Organizational Studies and for valuing Brazilian thinkers (Paula, 2009). Based on a productivity survey for *CNPQ* about Administration courses in Brazil, I also published one of my favorite books, based on the thinking of Walter Benjamin: *Estilhaços do real: o ensino da Administração na perspectiva benjaminiana* (Paula, 2012). My career continued being linked to *RAE* because it was thanks to the *RAE* Classics series, which was organized by Professor Miguel Caldas and that addressed the issue of paradigms in the organization field, that I was able to analyze the influence of Sociological Paradigms and Organizational Analysis (Burrel & Morgan, 1979) in Brazil, while the area was being consolidated as a division in *ANPAD*, with the National Meeting of Organizational Studies (ENEO), which was created in 2000, and the Brazilian Society of Organizational Studies (*Sociedade Brasileira de Estudos Organizacionais [SBEO]*) in 2011.

This *RAE* Classics series was composed of presentation texts, which introduced classic articles about the "paradigm" in question:

- *Paradigmas nos Estudos Organizacionais: uma introdução à série* [Paradigms in Organizational Studies: an introduction to the series] (Caldas, 2005);
- *Paradigma funcionalista: desenvolvimento de teorias e institucionalismo nos anos 1980 e 1990* [The Functionalist Paradigm: theory development and institutionalism in the 1980s and 1990s (Caldas & Fachin, 2005);
- *Paradigma interpretativista: a busca da superação do objetivismo funcionalista nos anos 1980 e 1990* [The Interpretativist Paradigm: the search to overcome functionalist objectivity in the 1980s and 1990s] (Vergara & Caldas, 2005);
- *Teoria crítica e pós-modernismo: principais alternativas à hegemonia funcionalista* [Critical theory and post-modernism: alternative principles and functionalist hegemony] (Vieira & Caldas, 2006).

This material offered me what I needed for the reflections that would result in my book *Repensando os Estudos Organizacionais: por uma nova teoria do conhecimento* [Rethinking Organizational Studies: for a new theory of knowledge] (Paula, 2015), which was published by FGV's publishing house, and which resulted from the thesis I wrote for the public employment entrance exam for my full professorship at *FACE-UFMG* in 2012. In the book I undertake a critique of Burrel and Morgan's (1979) diagram of paradigms and present a circle of epistemic matrices as an alternative. Influences drawn from the course in psychoanalysis I took at CPMG, an approach that has influenced my career since 1991, were also very present, and generated the Freudian-Frankfurtian approach that I discuss in the book.

At the same time, a search for the resignification of management and a retrieval of its centrality in the field of Organizational Studies were the result of the seminar I also presented in this entrance exam, and which resulted in the book *Gestão dialógica e tecnologias colaborativas* [Dialogical management and collaborative technologies], which I wrote in partnership with Professor Mariana Mayumi (Paula & Mayumi, 2018). Along the same line as the recommendations I make with the circle on epistemic matrices, interlocutions between different epistemologies, I rectify my interlocution with post-structuralism in my most recent article: *Aproximações entre Michael Foucault e a Escola de Frankfurt: por uma abordagem pós-crítica radical para os Estudos Organizacionais* [Approximations between Michael Foucault and the Frankfurt School: for a radical post-critical approach to Organizational Studies] (Paula, 2020).

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With the permission of the reader, this look at in my own professional life was necessary for understanding what *RAE* represented in my career as a young researcher. Reader, reviewer, author, assessor, translator and associate editor, as I have already mentioned, my roles were many, and I was always present at times when this journal was innovating. In these thirty years, the last ten have been a hiatus in my collaboration with *RAE*, because I have only been an assessor for it. The structural changes in Brazilian journals because of internationalization and the acceleration in the flow of submissions, have created more barriers to publications and significantly increased the number of articles rejected via the desk review, so that despite the pressures of the productivist environment, I have felt encouraged to dedicate myself to writing the books I mentioned here. My return to the pages of *RAE* in 2021 was marked by an invitation from the Editor-in-Chief, Professor Maria José Tonelli, to contribute to this commemorative edition of 60 years in order to inspire young researchers, in recognition of my constant collaboration with *RAE*. It was an invitation I was delighted to accepted.

*RAE* has undoubtedly made all the difference in my professional life, because it is where I learned to read, write and edit critically. I am immensely grateful for the opportunities I had and for recognition of my merits, which made it possible for me to see my name placed alongside researchers for whom I have great respect and admiration, and to move from being a reader to a co-author, debater and partner. I really hope that not only *RAE*, but all Brazilian journals will find a way to resist in the face of the new scenario in Brazil for producing scientific articles, as it will be a victory to continue seeing innovation and editorial boldness being perpetuated, as well as seeing texts by talented young researchers become classics, as they develop over time and give us news of their intellectual and academic improvement.

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## AUTHOR'S CONTRIBUTION

The author states that she undertook all stages in the study's development, from its conceptualization and theoretical-methodological approach, and the theoretical review (of the literature) to the writing and final wording of the article.


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# ARTICLES

**Invited article**

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# INCLUSION AND DIVERSITY IN MANAGEMENT: A *MANIFESTA* FOR THE FUTURE-NOW

*Inclusão e diversidade na Administração: Manifesta para o futuro-presente*

*Inclusión y diversidad en la Administración: Manifiesta para el futuro-presente*

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## ABSTRACT

In marking the anniversary of *RAE-Revista de Administração de Empresas*, the purpose of this article, which can be interpreted as a *manifesta*, is to discuss the role of academic journals in Management with regard to inclusion and diversity. We understand that when we talk about the role of journals in processes for repairing historical inequalities we are also talking about reconnecting with criticisms of the concept and practice of diversity that are found in the field of Management, and it is precisely with this debate that we begin to build our argument right after the introduction. Based on theoretical references that are systematized by the practices and knowledge of social movements (intersectionality, mainstreaming and "decoloniality"), we present our *manifesta* for an agenda of transformations for practices relating to diversity in the field.

**KEYWORDS |** Diversity, inequality, intersectionality, mainstreaming, decoloniality.

## *RESUMO*

*No marco temporal de aniversário da RAE-Revista de Administração de Empresas, o objetivo deste artigo, que pode ser interpretado como uma manifesta, é discutir o papel das revistas acadêmicas em Administração para a inclusão e a diversidade. Entendemos que nos manifestarmos sobre o papel das revistas em processos de reparação histórica de desigualdades é também sobre nos reconectar com a crítica ao conceito e à prática da diversidade presentes no campo da Administração, e é justamente por esse debate que iniciamos a construção do nosso argumento, logo após a introdução. Ancorando-nos em referenciais teóricos sistematizados a partir das práticas e dos conhecimentos dos movimentos sociais (interseccionalidade, transversalidade e decolonialidade), apresentamos nossa manifesta por uma agenda de transformações para as práticas sobre diversidade no campo.*

***PALAVRAS-CHAVE |*** *Diversidade, desigualdades, interseccionalidade, transversalidade, decolonialidade.*

## *RESUMEN*

*En el marco temporal del aniversario de la RAE-Revista de Administração de Empresas, el objetivo de este artículo, que puede interpretarse como un manifiesta, es discutir el papel de las revistas académicas de Administración para la inclusión y la diversidad. Entendemos que manifestarnos sobre el papel de las revistas en procesos de reparación histórica de desigualdades es también reconectarnos con la crítica al concepto y a la práctica de la diversidad presente en el campo de la Administración, y es precisamente a través de ese debate que comenzamos la construcción de nuestro argumento, inmediatamente después de la introducción. Respaldándonos en marcos referenciales teóricos sistematizados a partir de las prácticas y de los conocimientos de los movimientos sociales (interseccionalidad, transversalidad y decolonialidad), presentamos nuestro manifiesta por una agenda de transformaciones para las prácticas sobre diversidad en el campo.*

***PALABRAS CLAVE |*** *Diversidad, desigualdades, interseccionalidad, transversalidad, decolonialidad.*


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# INTRODUCTION

Resorting to the use of Ebonics [*Pretuguês* [1] - Gonzalez, 1984], "how about y'all start this text with a reflection exercise?" Let us look at a hypothetical situation in which we consider the barriers to promoting inclusion and diversity in Management. One of the stages in this process involves writing, publishing and fostering the development of works on the topic in order to construct an agenda of debates in the field. Imagine, then, that you are a researcher in Organization Studies and you received an invitation to compose a group of scholars to guest-edit a special issue on diversity and inclusion in a journal that tops the Qualis Capes Academic Journals ranking:

1. Who would you invite to be in your group?
2. Imagine this group needs to comprise 50% men and 50% women. Would your initial composition serve? How would you adjust it? How would you tell those who would need to leave the group? How would you invite new people in order to achieve this distribution requirement?
3. The group also needs to comprise 50% non-white people and 50% white. Was that what the group was originally like? If not, would it be easy to adjust it?
4. In addition to the above requirements, the group needs to be equally divided between heterosexuals and non-heterosexuals. What would you do?
5. What if, in addition to what has been said, the group needed to be comprised also of cisgender people, transvestites, and transgender and transsexual people? Would you be able to put together a group like this in your research area?
6. What if you also needed to have at least one representative from indigenous groups, or from former slave communities? What now?
7. Finally, what if it were necessary to include people from regions other than the Southeast or South of Brazil? Was your group like hat?
8. The exercise has not finished yet; there is a little more to do. Go back over this whole exercise and imagine that this group has to be comprised of male and female researchers from other areas in Management, such as Finance, Logistics, or others; what would it be like then?

"Tell us, did y'all manage to compose the groups mentally?" We imagine not, because even we, the writers of this article, who have political and academic backgrounds in these topics, find it difficult to diversify our group. We are four heterosexual cisgender women, two black and two white, all born in the Southeast and South of Brazil, although two of us work in institutions outside this area.

Our careers so far include the joint coordination of the topic of inequalities and differences in the Organization Studies division of National Association of Postgraduation and Research in Administration (*Associação Nacional de*

[1] *Pretuguês* is the name suggested by Lélia Gonzalez (1984) for the Portuguese that is spoken in Brazil, which has been heavily influenced by the way the black people who came to Brazil to be enslaved in the forced diaspora from the African continent. This influence explains the ways of speaking that transform *você* (you) into *cê* (y'all), that drop the final "R" from the infinitive form of verbs (*escrevê*, *fazê* instead of *escrever*, *fazer*), and who exchange e L sound for R (*Creusa* instead of *Cleusa*)). Lélia points out that these marks were ignored by racism, when they incorporated an idea that black people are intellectually inferior, which is why they are disconnected from the cultured norms of the Portuguese language.


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*Pós-Graduação e Pesquisa em Administração [ANPAD]*), and academic and professional activities in this area and/or in the field of Public Administration. Our areas are marked by epistemological, theoretical and methodological plurality. This plurality is lost, however, when the subject is the adequate representativity of the diversity that goes to make up our country in terms of the faculty members and students in this field.

On this anniversary of *RAE-Revista de Administração de Empresas*, the initial objective of this text, which can also be understood to be a *manifesta*, was to discuss the role of academic journals in Management in relation to inclusion and diversity. It would be like thinking about an agenda for the future. The structure of our argument, however, goes beyond the sphere of academic journals, although it also refers to them.

We propose expanding the discussion to incorporate the field of Management. This proposal is based on: (1) our experiences in articulating debate on topics in the field, which also includes political and academic activities behind the scenes of its institutionalized practices; (2) a theoretical contribution that is connected with the educational experiences of social movements: intersectionality, decoloniality and mainstreaming; and (3) the intrinsic character of academic debate with its more structural social transformation.

In this sense, we believe that expressing ourselves on the role of journals in processes for repairing historical inequalities is also about reconnecting with the main critiques of the concept and practice of diversity in the field; it is with this debate that we begin to construct our argument, right after this introduction. We then discuss the theoretical foundation of our agenda, while in the fourth part we present our *manifesta* for a transformation agenda in Management.

In practical terms we believe that inviting a black person and a woman onto a panel on diversity, for example, is not practicing diversity. We operate in contexts in which superficial actions have helped de-politicize the agenda. When we move from this uncritical view to another that is critical and transformative with regard to inequalities, we recognize that we need to act in a more profound way, at the very roots of the field. We argue that superficial actions are merely steps, because the insurgencies in our area depend on breaking with the pattern of episodic moments for structural transformations towards diversity. Our argument develops an understanding of the implications of this debate for the different areas, and connecting with the field of Management as a whole.

## DIVERSITY IN MANAGEMENT

The debate about diversity in Management has gained in strength in the United States since the 1990s (Cox & Blake, 1991; Fleury, 2000). Better structured initiatives for dealing with the issue, however, date back to the 1960s, when the first affirmative public policies were developed in the country in response to demands from the Civil Rights Movement (Moehlecke, 2002; Pate, 2000). The legal foundations of these initiatives refer, in turn, to the broader international context, as recommended in United Nations' treaties and conventions, as well as in national legislation (Hodges-Aeberhard, 1999), such as in Brazil (Bandeira, 2005; Jaccoud & Beghin, 2002).

Since 1960, affirmative action has spread throughout the world, but this has not happened without dispute (Moehlecke, 2002; Pate, 2000). The questions raised emphasize that this type of policy is a form of "reverse discrimination", a means of devaluing the achievements of the beneficiary groups or, even, of reinforcing a kind of "tribalism" between groups (Piovesan, 2008; Scott, 2005). Such criticisms formed the basis of a wave of lawsuits against affirmative policies in the US in the 1990s, which were brought mainly by workers and students who felt they had been wronged in selection and professional advancement processes (Hodges-Aeberhard, 1999).

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It is in this context that a managerial alternative emerges for dealing with diversity at work (Alves & Galeão-Silva, 2004). Diversity management is a set of practices that aim both to increase the participation of excluded groups in organizations and to add value to companies (Fleury, 2000). In this process, diversity is often understood as a mix of people with different individual and group attributes (Alves & Galeão-Silva, 2004). This would include not only differences that have been historically dealt with as sources of inequality, such as gender, sexuality, race, ethnicity and class, but multiple differences between people (Hanashiro & Carvalho, 2005). According to this perspective, the identities and skills that result from this plurality must be managed as strategic resources for increasing organizational performance (Thomas, 1990).

The defense of diversity management is based on two main points (Alves & Galeão-Silva, 2004). First, this proposal would allow for the construction of fairer programs that are based on "meritocracy". Alignment with the business logic would also make these initiatives more "organic" and effective in creating an organizational environment that is favorable to difference (Hanashiro & Carvalho, 2005). Second, diversity management would make it possible to mitigate the disadvantages and expand the advantages of different teams (Conceição & Spink, 2013; Prügl, 2011), which becomes even more crucial in a globalized and competitive context in which homogeneity between male and female workers would no longer be an option for companies. There came a turning point, therefore, in discourses about diversity and management: it was no longer a question of social justice, but of business survival (Thomas, 1990).

Diversity management was incorporated in Brazil in the 1990s, brought in mainly by the subsidiaries of North American multinationals (Fleury, 2000; Hanashiro & Carvalho, 2005), but the proposal never took off in the country (Conceição & Spink, 2013; Santos, Rodrigues, Dutra, & Costa, 2008). A survey by the Ethos Institute (2016) shows that in the 500 largest companies in Brazil only 28% adopt initiatives for encouraging the participation of women, 12% for black people and 9% for those over 45 years old, and most of these initiatives are one-off actions. Even programs for people with disabilities are not widespread, despite the existing legal provisions for encouraging the insertion of this group. Studies (e.g., by Diniz, Carrieri, Gandra, & Bicalho, 2013; Saraiva & Irigaray, 2009) have also pointed to the ineffectiveness of the programs that have been implemented, since they do not include an ethical-moral reflection that supports the practices that are developed, there is a lack of managerial commitment and prejudice is deep-rooted in organizational dynamics.

Barriers are also observed in the advancement of research on the topic. Maria Tereza Leme Fleury's (2000) article in *RAE*, which initiated debate about diversity in the field, was followed by a substantial increase in publications, many of them debating the limits of the practice and the possibilities for improvement. These works have been expanded upon by studies that are not always supported by the theoretical key of diversity, but that offer reflections on, among other things, the generational and regional inequalities in gender, sexuality, race and ethnicity, and those faced by people with disabilities. A similar movement in the area can be seen in congresses, such as EnANPAD, which include topics dedicated to diversity and differences, and meetings, such as EnEO, EnAPG and EnGPR. But this debate, which is fundamental for Management, follows a resistance front that is marginalized by the hegemony of the field and "ghettoized" in specific areas, such as Organization Studies and Public Management.

Limits can also be observed when it comes to promoting a more forceful reflection-action for transforming Management schools and their academic environment. Teacher and student bodies are mostly male, white and privileged. Analysis of the 2019-2020 database of the Coordination for the Improvement of Higher Education Personnel *[Coordenação de Aperfeiçoamento de Pessoal de Nível Superior]* (CAPES, 2021) shows that only 33% of

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the teachers in graduate programs in the area are women. Female participation is even lower in programs rated Level 5 and 6 [*very good/excellent*]. A regional disparity is also evident, with 45% of the programs concentrated in the Southeast and 25% in the South. Data that might allow us to reflect on the racial, ethnic and economic disparities and those related to sexual and gender identities are not even collected, revealing how far away we are from having a coherent policy that favors the inclusion of black, poor, trans and non-heterosexual people in graduate program faculty in Brazil.

A look at the student body, however, indicates possibilities for change. Women make up 46% of the students in graduate programs in Public and Business Management, Accounting and Tourism. There is a greater female participation on academic courses; 48% compared with 43% of female students studying for a professional Master's or PhD. As with teachers, there are fewer female students on Level 5 and 6 programs and in private university programs. The largest female participation is headed by young women who already exceed 50% of all students up to 29 years old (CAPES, 2021). Women also account for 54.9% of the students in undergraduate courses in Business, Management and Law. Black people, however, are still underrepresented in higher education courses, generally, despite the relevant progress made as a result of quota policies (Semesp, 2020).

The limits for the advancement of diversity refer to the way in which the debate on differences and inequalities has been hegemonically incorporated into Management. In a work on black executives, Jaime (2016) discusses how diversity management was adopted as a language for mediating the conflict between organizations, government agents and civil society. This "translation", however, led to a depoliticization of the historical agendas of social movements. As Alves and Galeão-Silva (2004) show, managerial proposals shift the issue of differences from a political, uncontrollable and corporate conflict to an apolitical and functional variable, thereby submitting the demand for inclusion to a market logic, a logic that is not only male, but white and colonial (Gonzalez, 1984).

In the following section, we suggest an alternative approach that seeks to re-politicize and increase reflection-action for achieving diversity and inclusion in the field.

## INTERSECTIONALITY, DECOLONIALITY AND MAINSTREAMING

In order to re-politicize the theories and practices of Management in relation to inclusion and diversity, we need to move beyond individual solutions in order to get to the roots of this problem, and this requires understanding the institutional and structural dimensions that shape the field as it is permeated by the historical and political relations that provide social reality as a whole with its materiality (Ramos, 1981). In order to do so we can draw a parallel with theoretical-political discussions about racism.

In the words of Joel Rufino dos Santos (1999), racism is not a set of episodic phenomena for countering our understanding of it as a "'minority' problem" (p. 120). Racism is an oppression system based on a notion of race as an ideology (Munanga, 2015) that acts as a psychic organizer of individuals and groups (Santos, 1983). Based on an ideology that is interspersed with the effects of capitalism and sexism (Gonzalez, 1984), racism promotes ways of structuring society at its various levels, including at the institutional level.

In the formation of modern organizations, however, mimicry promoted the appearance that "black is race", remembering Santos's (1999) criticism of how black people are seen in Brazil. The author points out that "black" is a social place that is maintained by an unequal and excluding structure (Santos, 1999), which must also be

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understood as relational in the place of whiteness, which reverberates as a power standard in these organizations (Gouvêa & Oliveira, 2020).

In a parallel with the theory of organizations, Peci (2006) draws attention to the way in which organizational mimicry is overestimated as a phenomenon for understanding the formation and regulation of institutions in institutional theories, which are classic in the field of Management. Returning to the racial discussion, racism also tends to be treated as just individual or group mimicry, and not as something structural that is sustained by the historical power relations in our society (Almeida, 2018).

Based on these reflections, we understand that the construction of a field that is committed to tackling inequalities and promoting inclusion and diversity involves forging instruments that allow us to operate within this structural complexity. In this *manifesta*, we examine the knowledge and transformative practices that have been developed by social movements, especially the feminist (and) black movements, when proposing a transformative agenda for Management. To do so we are supported by three concepts (which are also three practices) for setting out a path of reflection-action with regard to concrete proposals for the field. They are: intersectionality, decoloniality and mainstreaming.

Intersectionality was systematized by Kimberlé Crenshaw in 1989 (Teixeira, 2020). The history of intersectionality, however, permeates the actions of black women for politicizing race, gender and class relations in an articulated way. During women's rights conventions in the United States in 1851, Sojourner Truth, an enslaved black woman, asked: "Has anybody ever helped me get into a carriage ... or jump over muddy puddles ... And am I not a woman?" (Truth, 1851). In asking this question, she pointed out that the construction of a universal female was, in fact, a generalization of the experiences of middle- and upper-class white women.

The contributions of black American intellectuals, such as Angela Davis (2016), Audre Lorde (1984) and bell hooks (2000), were fundamental to the development of intersectional theories and practices over time. But it is also essential to highlight the contributions of the Global South, such as those developed by Brazilians, Lélia Gonzalez (1984), Beatriz Nascimento (1990) and Sueli Carneiro (2003), and even reflect on the fact that these authors are not included when the concept is systematized.

Based on Crenshaw (2002), we understand intersectionality to be the linking of the axes of power and discrimination that structurally produce oppression. This is the case with social race, ethnicity, gender, sexuality and class relations. We need, therefore, to think and act in a connected and integrated way if we wish to produce equality and inclusion with respect to diversity.

Decoloniality, in its turn, can be understood as a project that, on the one hand, systematizes a criticism of coloniality (Quijano, 2005) and, on the other, presents an alternative to it (Abdalla & Faria, 2017; Alcadipani & Rosa, 2010; Amaral & Naves, 2020; Rezende, Mafra, & Pereira, 2018; Silva, André, Wanderley, & Bauer, 2020).

Coloniality refers to the project of colonial modernity that separates and hierarchizes races, peoples, genders, sexualities, cultures, languages and knowledge, as a way of establishing and legitimizing Eurocentric hegemony. It goes beyond the historical process by which European countries colonized America, Africa and Asia, and which integrated (and structured) the contemporary capitalist way of production. Its effects are not limited to the geopolitical organization of the economy by the international division of labor (center/periphery), but encompass the construction of hegemonic forms of rationality and epistemes, including language (like the use of English as a universal language). It is a monoculture of knowledge (Santos, Araújo, & Baumgarten, 2016). Decoloniality, on the other hand, is a theoretical and practical proposal for politically repositioning marginalized subjects and peoples as the origin and source of knowledge and practices (Lugones, 2014).

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Constructing mediation between decoloniality and intersectionality offers us a solid basis for reflection. Decolonizing is, to a large extent, recognizing the intersection that relates to forms of inequality, and building paths so that those subjects and communities that live on the margins become the center of an emancipatory project, while intersectionality becomes more powerful as it decolonizes.

Finally, we turn to gender mainstreaming, which is translated into Portuguese as *transversalidade de gênero* (Farah, 2004; Papa, 2012; Reinach, 2013). Mainstreaming refers to the efforts of feminist movements to forge strategies for ensuring that public action is committed to gender equality. This strategy was disseminated following the IV World Conference on Women, which was held in Beijing, in 1995, and supports the development of public policies in various countries (Guzmán, 2001; Walby, 2005). In Brazil, it was the basis of initiatives for institutionalizing policies for women (Bandeira, 2005; Marcondes, 2019; Papa, 2012), and for equality in terms of race, youth and human rights (Marcondes, Sandim, & Diniz, 2018; Reinach, 2013), especially when PT [Workers Party] was in power in the federal government.

Based on feminist literature on the subject (Bandeira, 2005; Farah, 2004; Marcondes, 2019), we understand mainstreaming to be a process that seeks to reorient reflection-action through the introduction of perspectives (of gender, race, ethnicity, etc.) that commit it to promoting equality and the inclusion of historically discriminated-against subjects. This is an essentially conflicting and contradictory dynamic, and its results are permeated by nuances and even discontinuities.

Mainstreaming involves a dispute with regard to the ideologies and discourses that structure the problems and the action alternatives for responding to them. Reorientation from the perspective of gender equality, for example, presupposes recognizing that, historically, thought and action were committed to producing and legitimizing gender inequality. Mainstreaming should also encompass making material and institutional conditions feasible so that it can be managed effectively. This is the case with the creation of coordinating bodies and the development of plans and indicators, among other instruments.

Mainstreaming, therefore, seeks to reorient reflection-action in a different direction from the one it has historically followed, which will bring marginalized perspectives to the center. In this process mainstreaming can be based on intersectionality and decoloniality in order to boost its effects, and although it has been used mainly at the state level, it offers instruments for disputing and transforming other spaces, such as the Management field itself.

Based on these references, we introduce the following proposals.

## FOR A TRANSFORMATIVE AGENDA

In order to expand the topics and the participation of groups that have been historically confined to the margins of the field, we need to change the logic of a field that turns these groups into objects in the world and not subjects. This transformation agenda must consider several fronts.

Initially, we need to consider that who creates the idea of what we know about diversity is the one who occupies the place of the norm. From an intersectional perspective, therefore, those elements that we were told are the norm and that result from the way in which life, in terms of gender, sexuality, race, ethnicity, class and disability, for example, is socio-economically produced and organized, need to be denaturalized. This should be open for debate to the extent that even the constitution logic of institutions can be questioned and shown

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as being singular not universal points of view. Whereas Fanon (2020) tells us white people created black people from their fantasies, Said (2007) alerts us to this same understanding in the relationship between the West and the East, while Lugones (2014) does so in relation to the debates about gender and colonialism. Therefore, what has been called diversity needs to stop reaffirming the norm, and start being constituted by its own processes.

This implies a second front for this agenda, which has to do with the composition rules of the institutions that articulate these debates, which can be thought of in a critical and purposeful way, and from an intersectional perspective. This is important because, without the material conditions necessary for this diversity agenda to take effect, it will once again become a proposal for a future that will never arrive, that remains on the sidelines. Here, we turn to the question of resource distribution, including financial resources, the occupation of spaces on the editorial bodies of journals and class associations, and the recognition of technologies and management processes that break with the logic of preserving processes that are, whether explicitly or not, excluding.

One of the ways in which these technologies are manifested is through language (Gonzalez, 1984). The international integration of our work processes is important, but this does not necessarily mean the hegemony of the English language. For instance, the Spanish language continues to be neglected by the Brazilian editorial management. This questioning also applies to the adoption of English as the official language for teaching classes in the Management area. This use of English in Brazil, a part of Latin America and the Global South, points to one of the mechanisms that show for whom these spaces are destined and how they are reproduced, which prevents diversity. Another example of this mechanism is the business journals silence about the promotion of accessibility of studies in the Brazilian sign language to nationalize the research in the field. Adopting a research agenda that talks about diversity while suppressing this diversity in daily life turns these discussions into an object and not a project to be carried out in a scientific area.

We need to consider that it is not only the presence of trans and black people, women, and those with disabilities or who come from developing countries, for example, that will ensure that an institution becomes effectively engaged with this agenda. The issue is rather the effectiveness of another operating logic for overcoming inequalities, one that permeates the actual occupation of these spaces (or suppression of them) by these social groups. This occupation cannot be treated superficially as the co-option of difference, which is observed both in the dynamics of internal survival in the scientific field and in its internationalization agendas. In this sense, we need to discuss to what extent the vision of internationalization can be configured as the co-option of difference and "hegemonization" by the Global North. We can (and should) ask ourselves: Why does internationalization not come from the Global South, or via other languages, such as Spanish?

The third front proposed for a diversity agenda concerns research topics. The theme of inequalities and diversities is mainstream and a constituent part of the field of Management. There are financial implications, but also implications for the formation of supply and logistics chains, for our modes of production and consumption, and for the information technologies that structure and organize all these debates and that may present us with other reflections and proposals for intervention over and above public policies and people management or organization policies. In order to constitute a mainstreaming process, which is understood as a reorientation of the course of Management theories and practices in favor of equality and inclusion, material and institutional conditions need to be created so that this dispute can be repositioned, and shift from the margin to the center.

In this same sense, it is important to create mechanisms for managing this mainstreaming, such as action plans that have goals and indicators, and bodies that allow this process to be managed, and that can be adopted in a wide variety of academic organizations (universities, research associations, editorial boards) and involve social participation.

Going further, it is necessary to move forward with an agenda of topics that includes a debate on deconstructing silences, and also encompasses "who invented" what is called diversity. In discussions about gender, different

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masculinities and their intersections with race, class, sexuality, nationality or regionality need to be understood from an intersectional perspective. Not all masculinities are hegemonic, for example. Neither are all heterosexualities hegemonic; there are transvestites, and transgender and transsexual people who are heterosexual. What has been called diversity is also related to a specific understanding of male hegemony in the area, which is represented by middle class, heterosexual white cis men, who live in the Southeast and South of Brazil.

On the other hand, despite the fact that Brazil is one of the world leaders in the murder of transvestites, and transgender and transsexual people, there is little discussion about how management practices reproduce this logic in the country, or even the possibility that these practices might produce other realities in the daily lives of this group of people. Paniza (2020) argues that one possibility for the area is also to question "the adoption of acronyms (such as LGBT) as being universally representative and unified concepts" (p. 13). The very idea of a joint construction of agendas with social movements would include an agenda that is committed to reversing a situation in which gays become the subjects of research in the area, but those who represent the other letters of the acronym are silenced.

In terms of race relations, although debates on whiteness have theoretically advanced in the fields of Sociology, History, Anthropology or Psychology, there is still a long way to go in Management. If, largely as a result of provocations from the field of black feminism, topics linked to black populations have made it possible to make progress with these debates, discussions about indigenous people and other racial groups, such as conflicts in Arab and Asian territories, are still rarely presented in our field. This scenario suggests that there are opportunities for reconsidering the limits of the movements of decolonial proposals in the field.

There is little discussion, for example, of the effects of aging in administration (Cepellos, Silva, & Tonelli, 2019), or what it is like to grow old in a context in which time is considered to be a variable that must be controlled. Finally, many of the studies into diversity occur in the urban context. Male and female rural workers, organizational processes in and of the countryside, and the different rural contexts are still little studied for understanding their diversity. Likewise, our relationships with nature, where we find ourselves in debates about the Anthropocene, contribute and should be discussed in all their breadth in the Management area.

## NOTE

We have kept the full forenames of the authors to clearly indicate female production.

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Ana Diniz, Josiane Silva de Oliveira, Juliana Cristina Teixeira and Mariana Mazzini Marcondes worked on the conceptualization and theoretical-methodological approach. The theoretical review was conducted by Ana Diniz, Josiane Silva de Oliveira, Juliana Cristina Teixeira and Mariana Mazzini Marcondes. Data collection was coordinated by Ana Diniz, Josiane Silva de Oliveira, Juliana Cristina Teixeira and Mariana Mazzini Marcondes. Data analysis included Ana Diniz, Josiane Silva de Oliveira, Juliana Cristina Teixeira and Mariana Mazzini Marcondes. All authors worked together in writing and revising the final draft of the manuscript.

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