

# ASPECTOS INTERNACIONAIS DA TECNOLOGIA E DA INOVAÇÃO (AITI)

ANO LECTIVO 2015/16

## QUESTÕES DOS CASOS

### CASO 'COFICAB'

1. Identify the salient aspects of *Coficab Portugal*'s evolution, including the role played by the end of the joint venture between the *Elloumi Group* and *Delphi*?
2. Discuss *Coficab*'s decision to establish a R&D centre (Technical Centre) in Portugal, in 2013. Does it match *Coficab Portugal*'s strategy?
3. Should *Coficab* follow the earlier strategy, and launch a new R&D project to become the first-to-market with the 0.08mm<sup>2</sup>? Or should it instead to 'jump' to respond the industry's future challenges?
4. Having in mind that the Chinese market is growing much faster than European markets, would it make sense to establish a fully-fledged R&D unit in China? Which might be the consequences for *Coficab Portugal*?

### CASO 'BOSCH TERMOTECNOLOGIA'

1. Which are, in your opinion, the main factors which have affected *Bosch Termotecnologia*'s (formerly *Vulcano*) early learning process? Please justify your assessment and discuss the role played by (i) The licensing agreement with *Junkers*, (ii) *Vulcano*'s learning intent, (iii) The concern with manufacturing efficiency, and (iv) Mr. Pais de Sousa in the company's learning process?
2. Which are, in your opinion, the main roles performed by the R&D Centre? Please justify your response.

3. The size of the R&D Centre has been growing. Does this affect *Bosch Termotecnologia*'s position in the context of Bosch Thermotechnology Division? Briefly explain your reasoning.
4. The case refers that Sérgio Salústio could think the following: “*Vulcano* has lost its independence. Was this good or bad for Portugal? Being fully owned by the Bosch group, is *Bosch Termotecnologia S.A.*'s contribution to the Portuguese economy less or more relevant than *Vulcano*'s was? How can we appraise such contribution?”. Please respond the questions raised above, providing a justification for your positions.
5. Please provide a detailed analysis of the pros and cons of the three ideas considered by Sérgio Salústio regarding the development of new products.

### **CASO ‘RENAULT/NISSAN’**

1. Quais foram, em vossa opinião, as principais razões que levaram a *Nissan* a preferir a *Renault* à *Daimler-Chrysler*? Justifiquem as vossas posições.
2. Procedam a uma análise comparada das abordagens seguidas pela *Renault* e pela *Nissan* no processo de formação da aliança. Identifiquem os factores que poderão justificar as principais diferenças.
3. Em vários pontos do texto é referido que se trata de “uma aliança entre iguais”. Apresentem a vossa opinião a este respeito, justificando.
4. Que indicadores utilizariam para medir o sucesso desta aliança hoje? Procure recolher os indicadores sugeridos e, com base neles, avaliar os resultados obtidos.