

## **Analysis of the Economic Environment I (Feb/Jun)**

This course is designed for students interested in Macroeconomics or those who are willing to learn but have not the opportunity yet. In part, for this reason the course balances the theoretical aspects with the more empirical ones. Students must be acquainted with the leading newspapers and blog in the world. Likewise, students should also follow the debate on the theoretical field. Among the topics discussed in this course, one can find the following ones: monetary policy, quantitative easing, relationship between economic policy and the behavior of the main macro variables, leading and lagging indicators, fiscal policy, the external sector, growth forecast.

## **Cross-Cultural Management (Feb/Jun)**

In an interconnected world, it is not companies that go abroad, it is their people. These people are already overwhelmed with tasks and now they need to interact with other individuals with different cultures. These situations can cause stress, misunderstandings and/or frictions. Besides this, not all of us are good at working effectively in different cultural settings. In order to be successful, what are the aspects that need special attention? Why are they important? How difficult cross-cultural situations be handled? These are some of the questions intended to be discussed during this course.

## **Design Thinking: Criativity, Prototyping and User Experience (Feb/Jun)**

Provide students design tools and techniques based on creativity, prototyping and user experience for problem solving, search of opportunities and promotion of an entrepreneur and/or intrapreneur in different fields. Design will be applied to project also as a mindset change and possibility to innovate. This course is a balance between theory a practical activities as a way to better understand the complexities of the world today.

## **Environmental Management and Corporate Social Responsibility (Feb/Jun and Aug/Dec)**

This courses aims to present and discuss the development the following concepts: Sustainable Development, Sustainable Development Gosls, Environmental Management, Sustainability and Corporate Social Responsibility, Shared Value, Conscious Capitalism, and Social Business Models. Critically analyze the environmental and social problems/risks and opportunities, and managerial practices regarding sustainability of companies and social business and present and discuss the main tools companies are using in order to analyze opportunities and risks related to sustainability issues (environmental and social).

## **Analysis of the Economic Environment II (Aug/Dec)**

Present the students in the final stages of the Undergraduate programs in Economics and Management the data sources, indicators and analysis methods of the state of the economy in the short run. The Idea is to prepare the students for future demands of the labor market, offering them potential for practical analysis and interpretation of the short run movements of the economy.

## **Decision Making and Negotiation (Feb/Jun)**

This course presents conceptual models, tactical approaches and self-assessment tools to help you develop your negotiation skills. Conceptual models will be presented in an intuitive fashion rather than rigorous quantitative development. There will be a special focus on problem structuring and solving as well as interpreting the results of each negotiation done in class so as to educate your mental process (decision making) in the context of dispute resolution. By the end of the course it is expected that each participant has developed his/her ability to successfully negotiate, especially in four aspects: efficacy in achieving results, process efficiency, stress reduction and preservation of personal relationships.

## **Design for the Circular Economy (Aug/Dec)**

By the end of the course the student should be able to understand and explain the interdisciplinary relationships between circular economy, technology, and the challenges of the future; design and build technologically sound and economically viable solutions in harmony with the understanding of the context in which this technology applies and develop skills for working in transdisciplinary groups.

## **Family Business (Aug/Dec)**

The course aims at providing the basics of the theory of entrepreneurship, and its application to the cases of family business. Most of the course is focused on real cases of family businesses in Brazil, cases of success, main challenges for survival and development throughout the generations and a fast changing economic and technological environment.

## **Latin America Today: A History of Macroeconomic Imbalances from 1982 Up To Our Days (Feb/Jun)**

The course aims to build understand of macroeconomic imbalances and currency crisis that took place in Latin America in the past thirty years. To reach this goal the discipline covers a set of issues such as: (i) the debt crisis in early 80's; (ii) its outcomes in different countries; (iii) the role of Washington Consensus in shaping Latin America economic policy in the 90's and (iv) the search for new paths towards prosperity and macroeconomic balance in the awake of the new century.

## **Consumer Behavior: Science and Practice (Feb/June and Aug/Dec)**

This course is designed to familiarize students with the field of customer and consumer behavior. This course describes and analyzes frameworks for understanding how consumers make decisions. We will explore cognitive versus emotional, high-involvement versus low-involvement, and compensatory versus non-compensatory decision-making, etc. This course draws from research in psychology, social psychology, academic marketing, and behavioral economics.

## **Entrepreneurial Quotient: Pillars and Dimensions of Entrepreneurship (Feb/Jun)**

By completion of this program students will be able to: analyze individuals and teams making use of the QEMP methodology; identify entrepreneurship pillars and personal dimensions while analyzing a new venture; build a professional development program, based on entrepreneurs', teams' and companies' needs; distinguish between individual, teams', company's and other stakeholders' needs and interests and mentor individuals and teams, taking into account formal and informal learning programs.

## **High Impact Strategy (Aug/Dec)**

The course discusses the new trend of "impact investing" targeting projects and businesses that seek to balance profitability and socio-environmental impact. Students will develop three sets of complementary skills. First, they will learn how to design business models comprised of sets of coherent activities that allow for a reconciliation of economic and social performance. Second, they will be able to assess and propose alternative ways to measure impact and then craft solid measurement plans to attract capital from investors and other stakeholders. Third, students will understand the various forms and mechanisms used to attract capital for impact-oriented projects.

## **Macroeconomics and Financial Markets (Feb/Jun)**

This course deals with applying concepts business and economics students had in their previous courses to the real world situations. We use computer software where students get acquainted with spot and futures transactions in the key markets: commodities, currencies, stock indexes and metals. In these markets students learn how to apply option strategies like: straddles, butterfly, strangle, collar and candle, among others. We also talk about technical indicators and charts, as a way to complement to the economic analysis.

### **Marketing B2B (Aug/Dec)**

At the end of the course, the students should have a comprehensive understanding of marketing in business-to-business context. More specifically, students should be able to understand and to apply different marketing principles to this context of business-to-business, and to be able to address its underlying challenges. Students should also develop a clear idea of the difference and utility underlying a traditional (transactional) approach to marketing and a relational approach.

### **Technological Innovation (Feb/Jun)**

This course analyses the role of technology innovation and transfer in a company's position in the market. It also allows a better understanding of the value of an innovation strategy based on a systemic, scientific approach, in all dimensions technology innovation, from creativity and ideation processes, R&D mechanisms, the analysis of the markets and the consumer, and so on.

### **Social Networks: Analysis and Design (Feb/Jun)**

There is an increasing awareness that 'everything is relational' throughout firms, markets and societies. The emergence and widespread adoption of online communities, social media (e.g. Facebook, LinkedIn), and powerful computational devices for data collection and analysis have changed management practices. Throughout this discipline, we will acquire first-hand experience in collecting, analyzing and interpreting relational data, while acquiring critical insights for designing online platforms. Students will be exposed to ground breaking tools borrowed from network science and economic sociology, and get experience in applying social network analysis to relational data.

### **Strategic Leadership – The Fifth Element (Feb/Jun)**

This course deals with a fundamental question in strategy: What is leadership? Two alternative perspectives capture much of the contemporary thinking about leadership. One approach, the romantic view & implies a strong faith in the importance of leadership factors to the functioning and dysfunctioning of organized systems. The popularity of such a view is fueled by the intense media attention focused on senior executives, their high levels of compensation, and the often-significant stock market reaction to announcements of Chief Executive Officers (CEOs) changes. A second approach, an external control perspective, argues that leadership is not necessarily the most important factor in an organization's success. External factors – economic conditions, constraints on funding, labor union demands, pressures from shareholders and environmental groups, government regulations – that constrain a leader's options and choices are considered more determinant.

### **Marketing Metrics and Data Marketing (Feb/Jun)**

The objective of this course is to provide students with an applied knowledge in the domain of marketing analytics by exploring the most applicable metrics and data driven marketing management and strategy. To this end, the key quantitative techniques and relevant cases provide the ground for this course. Important supporting course objectives include: Developing a keen awareness of major problems in accountable marketing and gaps between execution and planning and, as a result, identifying marketing research understanding that represent high priority areas for successful marketing implementation and strengthening the skills needed to fully conduct thorough marketing projects that (a) require data collection/processing from sources like surveys, CRM, internet, and (b) impactful analytics (econometric and multivariate models) that support decision making of firms in areas such as branding, sales, product, channels, pricing, consumer behavior, segmentation and positioning.

### **Private Equity and Venture Capital (Aug/Dec)**

The course is structured in four modules: (1) Industry Overview, (2) Structuring funds and the fundraising process, (3) Investing and monitoring portfolio companies (4) Exits and Distribution. The sections combine lectures, case discussions and panels by practitioners. The objective of this course is to introduce and discuss the Private Equity and Venture Capital industry, explaining how are their cycles, who are the players, what are the investment risk and return, why the industry is important for developed and emerging countries, as well as what are their perspectives. Although we discuss the industry globally, we have a focus in Brazil.

### **Startup Lab (Feb/Jun)**

This course was structured for someone that has a startup or planning to create one in the next three years. This timeframe is important because course content was planned to be totally applied. Students will acquire startup creation techniques, such as: Lean Startup, Customer Development, Design Thinking, Job to be done, Scrum, Lean Analytics, OKR; exposure to the Brazilian entrepreneurship community, challenges and dilemmas.

### **Trading the Financial Markets: Options and Futures (Aug/Dec)**

This course deals with the economics of financial institutions and the role of Central Banks. We begin with the microeconomics of banking, examining how banks and other financial intermediaries evolved with time and formalize the core features of their operations. We then turn to the macro implications of money and banking, emphasizing the policy tools used by Central Banks to influence output and inflation as well as the scope for government regulation of financial markets. On the other side, students learn how to effectively manage the foreign exchange risk not only with the use of theory but also by applying to real world situations.

### **Marketing Research (Aug/Dec)**

This course will discuss key concepts, processes, and techniques, as well as their applications to better understand individuals or organizations. Marketing research can be concerned with any of a variety of aspects of the market: the product, sales, buyer behavior, promotion, distribution, pricing, packaging, etc. We will introduce students to different methodological tools that can be used in marketing research. Some of the methods used are: focus groups, in-depth interviews, ZMET, BCM, observation participant, projective techniques; surveys/questionnaires, experiments and conjoint. New technologies and data collection process (related to consumer behavior) will also be introduced.

### **Product-Service System (PSS) Design (Aug/Dec)**

In a complex world driven by technology and by complex changes in demographics, social and economic aspects, companies need to rethink the way they will compete, differentiate themselves from competitors and create value to their stakeholders. Product Service System Design may offer instruments in order to address the complexities of value creation in a changing business environment. Exploring the intersections among business, engineering and economics, at the end of this discipline student will be able to understand the basic concepts supporting the PSS concept and will be capable of understanding its potential as a business and innovation tool that may create and deliver relevant value to consumers by exploring. Given its practical nature, this discipline will allow students to apply different tools in order to design and evaluate a Product Service System.

### **Top Management Team and Corporate Strategy (Aug/Dec)**

Students will have the opportunity to become conversant with and knowledgeable about the following key elements of strategic leadership: build an understanding of the core concepts of strategy making and achieve a strategic mindset; be capable of synthesizing and integrating the strategic leadership literature and draw meaningful inferences and generalizations; develop the capability to apply the literature in leadership to organizations in a manner that will enhance organizational outcomes (e.g., performance, innovation, social responsibility); and understand what interpersonal skills give us influence, which interpersonal strengths can propel us to our next promotion.

### **Value Chain and Business Ecosystems Management (Aug/Dec)**

Competitive advantage, value creation, profitability pools, relative cost and relative price position, business management, value chain, supply and demand management, industry structure, firm resources and capabilities, activity systems, new venture/innovation, product design and production, business concepts and models, logistics, supply chain management, inter-firm coordination, business ecosystems structure, nodal advantage and strategies.