

PROGRAM: Exchange / Double Degree
 SUBJECT: Strategic Mgt Consulting Project
 LANGUAGE: *English*
 PROFESSOR(S): Marcelo Salim and Rafael Duton
 WORKLOAD: 30h
 REQUIREMENTS: *not applicable*
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TEACHING PLAN

1. Course Description

The course comprises the following topics: strategic, managerial and operational issues in Brazil; business model development and adjustment; and starting up through “customer development” methodology. It has the following components: regular classes, interactive sessions, professors contributions based on their professional experience, a team project and individual written exams.
 The same students teams will also be in charge of building a business project to be presented to a small board of external examiners at the end of the course.

2. Scope & objectives

The course covers the state-of-the-art knowledge about tools, skills and behaviors necessary for students that want to better understand, plan and develop innovative startups, to consult to or even to start new business areas in well-established companies. Some peculiarities of the Brazilian market will be addressed although the tools and techniques to be presented can be applied anywhere. As part of the course students will consult to real-world companies and their project will be important part of the evaluation.

Warning: This is a demanding course! Students are expected to work with full commitment.

3. Detailed course content

Class	Date	Topic
1.	Mon Aug 3 th	About the Course About the Evaluation Criteria BMG Evaluation
2.	Mon Aug 10 th	Teams Definition Doing Business in Brazil
3.	Mon Aug 17 th	Real-World Companies Presentation Team-Company Association
4.	Mon Aug 24 th	Innovation through the Business Model Real-World Company Application
5.	Mon Aug 31 st	World of the Small – Creativity and Innovation Customer Development
6.	Mon Sep 14 th	World of the Small – Strategy and Marketing
7.	Mon Sep 21 th	Teams’ Project Draft Analysis

8.	Mon Sep 28 th	World of the Small – People Management Partnerships
9.	Mon Oct 5 th	MVP Evaluation (External Examiners) Teams 360° Feedback Delivery Course Evaluation (Students)
10.	TBC	Written Exam

4. Assessment procedures

BMG Written Evaluation	= 10%
Class Participation	= 20%
Team Project	= 25%
360° Team Feedback	= 5%
Written Exam	= 40%

5. General guidelines for the graduate program

As a general rule relating to the ethical principles and the code of conduct which steer its academic environment, EBAPE sets down the following:

- Autonomy and responsibility correspond to values which, when transformed into action, highlight the importance of EBAPE’s mission of producing and disseminating knowledge of Administration. Consequently, it is the professor’s responsibility to conduct roll call at every class, and absences will only be justified if they comply with the applicable legislation (see details in the Student Manual).
- We recommend that the use of communication equipment such as cell phones, radios and similar equipment should not be permitted in the classroom, so as to avoid interfering with the teaching and learning processes, but professors can use their discretion on this ruling, where applicable.
- Resorting to fraudulent measures of any kind on the part of students during any of the evaluation phases will lead to a zero grade being awarded and the immediate referral of the case to the program department for examination of the facts.¹

6. REQUIRED READINGS

Students are required to understand the concepts involved in “Business Modeling”, therefore a mandatory reading BEFORE the course starts is the book:

- “Business Model Generation”, Alexander Osterwalder & Yves Pigneur

At the very first class there will be a written evaluation to check each student knowledge about BMG and its respective grade will be an important part of students final grade.

	Title	Autor
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<u>Text Book</u>	The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company	Steven Gary Blank
Additional	Business Model Generation (Mandatory course pre-reading) Written evaluation at first class	Alexander Osterwalder
	The Lean Startup	Eric Ries
	Value Proposition Design	Alexander Osterwalder

7. Professor's mini-résumé

Marcelo Salim: B.S. in Mathematics and a M.Sc. in Systems Engineering with specialization courses in business at HBS and Stanford and in entrepreneurship at MIT and Babson College. His career began in scientific research at COPPE/UFRJ and continued at IBM Scientific Center. He founded companies in Brazil and abroad and has been selected an "Endeavor Entrepreneur" (2000); awarded "Entrepreneur of the Year" among all Endeavor entrepreneurs worldwide (2001); and awarded "Empreendedor do Novo Brasil" (2002) in a countrywide contest. Creator of the Ibmec Entrepreneurship Center – which he directed for 6 years, Mr. Salim is also columnist, speaker, board member of relevant Brazilian companies, Director of Education at Startup Rio (Rio de Janeiro government program) and investor of companies in different market segments

Rafael Duton: Computer Engineer (PUC-Rio), founder of 21212 Digital Accelerator in 2011 and Movable in 2000 – a Brazilian software company presents in 7 countries that develops interactive products for social medias – and since 2008, part of NASPERS/MIH group. As responsible for Innovation and Marketing, has created several products used by more than 100 million users in Latin America. Selected as a “High Potential Entrepreneur” by the Endeavor Global Institute, as well as “Entrepreneur of the New Brazil” by “Exame/Voce SA” Magazine –one of the major Brazilian business magazines -has also participated as Entrepreneurship Specialist in the Global Entrepreneurship Monitor, an annual entrepreneurship research program led by the London Business School and Babson College over 39 countries. Speaker in several conferences about entrepreneurship, innovation and social media (in Brazil, USA and Japan) is also entrepreneurship professor at IBMEC Business School.

¹The student is guaranteed the right to a full defense as per the School's internal regulations