

MASTER IN MANAGEMENT—SHORT COURSE DESCRIPTION

CORE COURSES

ADVANCED STRATEGIC MANAGEMENT

This strategy course introduces the fundamental concepts, analytical tools, and strategic options at the basis of strategic analysis and action. It will help students to understand why some organizations are more successful or perform better than others. We will use a combination of lectures, (mini-) case studies, experiment and experiential in-class exercises, simulation game, and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. For instance, we will explore methods for assessing the strength of competition and the relative bargaining power, for anticipating competitors' actions, for analyzing cost and value structures and their relevance to competition, and for assessing potential changes in the scope of the firm (e.g., diversification and vertical integration). Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur, or a consultant.

FINANCIAL ACCOUNTING AND ANALYSIS

Accounting is a key source of information for any (or most, at least) financial decisions. This course focuses on Financial Accounting as a mechanism to reduce information asymmetry between the reporting entity and its capital providers. Therefore, we will study: the fundamentals of accounting, the structure of financial reports and their meaning, the most popular financial statement analysis techniques, specific accounting policies related to the recognition, classification, measurement and disclosure of some items of assets, liabilities, equity, revenue and expenses (in accordance with the IFRS). Additionally, we will debate the most influential empirical research papers on accruals.

MARKETING

Introduction to Marketing. Conceptual evolutions of marketing theories: beginnings and recent developments. Consumer behavior and consumption studies. The marketing-mix management. Services and relationship marketing. Current marketing perspectives: digital marketing and neuromarketing.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Operations Management (OM) is a Business discipline responsible for the productive systems of an organization – either from the primary, secondary or tertiary sector – that transform and combine inputs such as feedstock, equipment, personnel, money and installations in products and/or services. OM is nowadays an interesting combination of

long-standing practices from the past with the pursuit of new and creative ways to manage the production systems of an organization; so that the strategic goals of cost, quality and flexibility are continually achieved and overcome. This discipline aims at presenting an OM overview to its participants, describing the main operational and control decisions that are currently in the productive systems. Support tools to these decisions are also presented, trying to establish connecting links with aspects related to the organizations' strategy and competitiveness.

QUANTITATIVE METHODS FOR DECISION MAKING

This course provides students with concepts and tools to use quantitative data as a support for decision-making processes. Concepts of correlation and causation as well as different sources of data are discussed, including secondary data, experiments and surveys. In terms of statistical analysis, the course covers descriptive analysis of large datasets, fundamentals of statistical inference and linear regression models. Finally, it also approaches factor-analysis models and their use to evaluate survey data. Applications in diverse areas, including marketing, human resources and finance are discussed.

STRATEGIC HR MANAGEMENT

This course will explore Strategic Human Resource Management (SHRM) both from the specialist perspective of Human Resources executives as well as from the perspective of all other business executives. The course begins with consideration of the increased importance of "talent" in modern business strategy, and the relevance of change management and engagement in the cascade and execution of new strategies by employees throughout the organization. These "business partnering" imperatives for HR are new territory for HR leaders and executives, thus the first section of the course also focuses on talent-specific strategies and effectiveness of HR departments – often known today as "the talent team". The remainder of the course uses a "life-long relationship" model to consider key interactions between employees and employers as facilitated by HR, beginning with recruiting; continuing through ranks and roles to gain compensation and benefits, experiences, learning and development; and ultimately reaching leadership roles, before becoming alumni. Because SHRM requires teaming across the organization - beyond HR - the roles of HR sub-units, business unit executives and other functional executives will be referenced in class discussions of cases that illustrate important strategic and operational aspects of people management. An interdisciplinary approach encourages students to consider perspectives and materials from academia, HR publications, and the business consulting marketplace. Global views that developed in the US and Western Europe will be weighed alongside new views coming

from emerging markets, including Brazil. The course is designed for both Brazilian and international students, and for students interested in organizations and roles of various types. The spread of HR best practices in recent years means that most executives are now somewhat familiar with the key activities of most HR sub-units, and this enables the course to be conducted as a teamed review of the strategic and operational objectives of people management. Because the global HR agenda generally is fully present in the Brazilian marketplace, the course explores considerations of global strategic people management in Brazil, with additional consideration of other Latin American countries as well as other emerging markets. Throughout the course, students are encouraged to emphasize the topics and issues of greatest relevance and interest to their academic and professional objectives.