

## MASTER IN MANAGEMENT—SHORT COURSE DESCRIPTION

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### ELECTIVE COURSES GENERAL MANAGEMENT

#### **BANKING AND FINANCIAL INTERMEDIATION**

In this course students learn why financial intermediaries exist and what they do. We lay the groundwork with theoretical explanations for the existence of financial intermediaries that are based on frictions in financial markets, such as transaction costs and informational asymmetries. You will get a detailed understanding of financial intermediaries' main activities, covering key topics from commercial, retail and investment banking. We further deal with specialized topics that have recently gained in importance, for example, credit derivatives and credit securitization, and relationship lending. Moreover, we discuss state-of-the-art approaches for the measurement and management of major risks in banking, such as credit, market, liquidity and operational risks, before we consider objectives and requirements of banking regulation. Finally, we discuss the future of financial intermediation from a systemic point of view, taking into account various aspects of the global financial crisis of 2007-2009. The objective of this course is to provide a comprehensive understanding of the existence of financial intermediaries and their activities. The specific objectives of this subject are the existence of banks, main risks in banking, spot lending, further issues in lending, special topics in credit, off-balance sheet banking, securitization and the financial crisis, funding with deposits and capital, bank regulation and financial innovation.

#### **CROSS CULTURAL MANAGEMENT**

Understanding cultural differences, and effectively managing these differences are critical to working, communicating and leading people in multi-cultural and international business environments. Thus, this course aims to provide a conceptual and theoretical framework for developing an understanding of the ways in which cultures differ, how these cultural differences impact individuals and teams in organizations. Topics include the nature and dimensions of culture, challenges in managing cultural differences, the dynamics of multi-cultural teams, leadership across cultures, cross-cultural perspectives to motivation and decision-making, and global approaches to managing conflict and conducting business negotiations.

## **DIGITAL TRANSFORMATION**

This course will cover the following:

1. Introduction to the course;
2. Digital transformation: definition and basic concepts;
3. Strategic alignment of digital transformation;
4. Impacts of digital transformation into business industries;
5. Adoption and resistance to digital transformation;
6. The dark side of digital transformation;
7. Business analytics and intelligence applied to digital transformation;
8. Digital transformation of cities: smart cities;
9. Digital transformation of government and society: e-government & e-participation;

Presentation of seminars on emergent technologies for digital transformation (e.g. Blockchain; Big Data; Internet of Things (IoT); Machine Learning; Cloud Computing; Mobile Apps; Artificial Intelligence; Deep Web (TOR); Mobile 5G; Drones; Robotics; RFID and Smart Tags; etc.).

## **MARKETING ANALYTICS**

Nowadays companies have enormous amounts of information about the market, consumers, and competition. Knowing how to use this information to make sound strategic and tactical marketing decisions gives a competitive advantage to marketing professionals and to companies who employ these professionals. The course Marketing Analytics will present practical computer-based analytical methods to marketing decision making. These methods will enable students to better understand, process, and interpret marketing information, so as to enable them to gain more efficiency and success in making marketing decision and guiding organizations to achieving a better return on marketing investments. More specifically, the course will provide students with the analytical methods and marketing models to (a) assess the economic value of consumers; (b) perform market segmentation and targeting; (c) position brands and products; (d) determine product characteristics; (e) make pricing decisions, (f) optimize the allocation of promotional resources; and (g) implement search engine marketing on the Internet.

## **ECONOMICS OF BUSINESS AND MARKETS**

As part of the global initiatives of the Institute for Strategy and Competitiveness (ISC), linked to the Harvard Business School, coordinated by Professor Michael Porter, and

offered by FGV/EBAPE, this program seeks to disseminate a comprehensive understanding of competitiveness on three levels: that of companies, that of local and traded clusters and that of the sub-national (state, micro-regional) level.

The diffusion of the concepts, tools and results of studies and research carried out by the leading scholars and practitioners around the world are brought together here in the form of a course at postgraduate level, whose purpose is to discuss the concepts of competitiveness and their application to present-day business development programs. In addition to the participation of FGV faculty, the classes will be complemented by case studies and experiences related to competitive issues at the global and local levels with the participation of invited speakers from the public, private and third sector. To complement the conceptual and theoretical knowledge, field visits in loco to chosen Brazilian clusters, with presentations offered by spokespersons of the companies and entities being analyzed. As designed, the program is targeted for students that are interested in competitiveness and local development both from business and public administration.

### **NEGOTIATIONS**

This course aims to provide a comprehensive and critical view of the processes of negotiation and conflict management in organizational contexts. To this end, the main theories and fundamental concepts of the field of negotiation will be presented and discussed. At the same time, the course seeks to equip participants with the necessary skills to improve their ability to persuade, communicate and negotiate effectively. Specifically, the course seeks to:

- Expose and discuss the main theoretical contributions of the field of negotiation;
- Understand the nature of negotiation, highlighting the influence of perception, cognition, communication, power, culture and ethics;
- Contribute to the sharing of experiences among participants as professionals exposed to negotiation situations.

### **POLITICAL ECONOMY IN LATIN AMERICA**

Comparative political economy is the study of the relations between economy and politics, and how these relations vary geographically and temporally. In this seminar we will examine the way in which the political context --- domestic and international --- affects the formulation of economic policies and their outcomes, and also the means by which economic conditions influence the stability and quality of democratic regimes, with a particular focus on Latin American countries. We will begin by discussing political

ideology and representation, with an emphasis on different views on income inequality and the role of the state in promoting redistribution policies. Next, we will examine economic voting and political business cycles --- how the economy affects voter behavior, and how this effect in turn creates incentives for governments to manipulate economic outcomes for political ends. In the third block we will study phenomena that are central to Latin American politics, such as the technocracy-populism debate, as well as clientelism and corruption. We will finish by discussing the role of globalization and market discipline in shaping policymaking in the region.

**RESEARCH METHODOLOGY**

The course aims at discussing the difference between scientific object and common sense, as well as how scientific methodology can be used to solve business problems. Thus, it will focus on how to formulate a research question and chose the adequate methodological research methods.