

# ABRIDGEMENTS

## **Course: Organizational Behavior**

### **Abridgement:**

Management styles and cooperation models. Culture of excellence and leadership. Variables affecting organizational behavior. Challenges and the role of the manager. Theoretical and applied motivation prospects. Taking decisions in Administration.

## **Course: Corporate Strategy**

### **Abridgement:**

Strategy concepts and approaches. Sustainable competitive advantages and their metrics. Notions of appeal and competitiveness. Sector life cycle. Strategy formation process. Governance and strategy: stakeholders and their influence on strategic choices. The soft side of strategy: purpose, mission, vision and core values. Value proposal: drivers underpinning value creation, delivery, and uptake. Analysis of the micro-environment and positioning in the sector. Basic generic strategies for value creation and uptake: leadership in costs, differentiation, niche and mixed strategies. Internal analysis: value chain, resources and competences. Architecture of strategic competences and competitive advantages. Introduction to corporate strategies: diversification, vertical integration, mergers and acquisitions, strategic alliances and internationalization. Strategy implementation: adaptation of structure and processes. Strategy control.

## **Course: Organizational Structures and Processes**

### **Abridgement:**

Different types of organizations. Multiple organizational structures: definition, complexity, formalization, size. New organizational forms. Repercussions of structure on organizational arrangements and life. Organizational processes: design and redesign of information flows.

## **Course: Research Methodology**

### **Abridgement:**

Introduction to the course. Sources of information research in Administration. Importance of scientific research. Research purposes in Administration. Science and human investigation. Purposes of a research project. Allegations of knowledge. Research strategies. Research project design guide. The writing process. Traditional scientific model. Theories and paradigms. Quantitative x qualitative research. The nature of causality. Conceptualization and measurement. Operationalization. Reliability and validity. Scale construction. Time dimension of research projects. Measurements. Quantitative research methods in Administration. Generalization and triangulation. Questionnaire construction. Surveys and interviews. Non-obstructive research. Qualitative research methods in Administration.

## **Course: Marketing Management**

### **Abridgement:**

The concept of marketing and market orientation. Marketing environment analysis. Consumer behavior. Marketing compound management: product, price, distribution and communication. Relationships and service marketing.

## **Course: Project Management**

### **Abridgement:**

Basic concepts in project management; project life-cycle; reference documents and project management best practices guides; subject evolution; relationships among projects, programs and project portfolios; project is temporary organization; projects on organizational strategies; maturity

models in project management; professional project management associations; legal relations and people in projects; information systems for project management; research tracks and project management; project management theories.

### **Course: Organizational Theory, Paradoxes and Changes**

#### **Abridgement:**

Return to advanced Organizational Analysis theories and concepts and interfaces with organizational behavior and strategy, focused on the broad range of approaches to change offered by each of these different theoretical standpoints.

### **Course: Negotiating and Settling Disputes**

#### **Abridgement:**

Basic concepts for negotiating and administering disputes. Negotiation is an organizational competence. Negotiator attitudes and behaviors. Negotiation process and phases. Negotiation placement, planning and preparation. Interaction tactics and strategies among negotiators. Negotiation in a multicultural context. Ethics in negotiation.

### **Course: Innovation Management**

#### **Abridgement:**

Basic concepts related to the nature of technology and innovation. The role of innovation in industrial and economic progress. The role of innovation in technology management and corporate strategy. Types and levels of innovation and technological capabilities, including 'open innovation' and 'distributed capabilities'. Innovation in the context of organizations in emerging economies: why is a different analytical base needed? Innovative technology capability management at the company level. Innovation processes in the subsidiaries of multinational corporations. Source management for constructing technological capabilities: technological learning strategies as inputs for innovation. Users are sources of innovation. Innovation in services. Innovation clusters and systems (sector, regional and national), government policies and institutions as support for innovation in companies. Special innovation management topics. Intellectual property management. Technological innovation and the environment. Globalization of innovation in the context of emerging economies.

### **Course: Strategic Information Management**

#### **Abridgement:**

Introduction to the state of the art in Information Management through Constructivist Discussions and Presentations of Special Topics emerging from the literature and academic research related to this field of knowledge. The focus of this course is not information technology (IT) *per se*, but rather interactions with its use context, whether defined by outside environments, the organizational people. The intention is thus to examine how information and information technology influence individuals, organizations, markets and society, in brief: the world in general.

### **Course: Consumption Anthropology**

#### **Abridgement:**

This course is intended to introduce students to an analytical and investigative approach that views the phenomenon of consumption as a cultural construct. Discussions explore the main conceptual tools used for cultural observations of consumption, while at the same time spurring discussion of the creation of identity, groups and the social and historical context within which consumption occurs. Contributions from the anthropological standpoint to research activities addressing consumption will be handled through the key concepts offered by this course. What is designed to train students to develop critical, relativistic and in-depth perceptions of consumption and its expressions.

### **Course: Organizational Culture Management**

**Abridgement:**

Relationships between Culture and Management. The dimensions of culture with impacts on business. Mental programming and management models. Comparison between international cultures and organizational models. Brazilian culture and strategic management challenges. Intangible assets and liabilities. Organizational culture profiles. Culture and management in an East x West comparison. Intangible assets and liabilities of Brazilian culture.

**Course: Operations Management****Abridgement:**

Operations Management. Basic concepts of competitiveness. The market and different production and services structures. Main Operations Management technologies and highlights. Operating performance monitoring indicators. Efficacy, Efficiency, Quality, Productivity and Effectiveness. Operating and financial indicators. Lean Thinking. Lean production methods and tools. The Theory of Constraints. Methods and tools for the Theory of Constraints. Introduction to inventories: causes, types and functions. Integrated materials and capacity management systems. Short-term management and activity sequencing in made-to-order production systems. Trends and boundaries of knowledge in the Operations Management Field.

**Course: Global Strategies****Abridgement:**

This course intends to endow students with an overview of the global strategies and international business field, introducing basic theoretical concepts and models for understanding multinational corporation performances in a globalized world. The course blends in-depth theoretical reading of classic and modern literatures, as well as practical case studies that help students extend their knowledge and mastery of practices in the global strategies in the international business area.

**Course: Asset Management: Concepts and Practices****Abridgement:**

Fundamentals and principles of asset management. Leadership and culture. Stakeholder requirements and asset management goals. Asset management process. Risk management. Decision taking for asset management. Organizational structure and asset management competences. Performance appraisals and ongoing improvement. Implementation of the new ISO 55.000 standard.

**Course: Corporate Finance****Abridgement:**

Introduction to Finance. Funding and bases for capitalization. The company as a cash flow. Selection of funding. Sources and types of funding. Business decisions. Scenario analysis. Project oversight. Importance of cash flow management. Advanced aspects for selecting debt financing types. Strategic and tactical financial conclusions. Acting as an entrepreneur. Acting as a public administrator. Acting as an NGO manager.

**Course: Brand and Product Management****Abridgement:**

Product and brand management construction, maintenance, consistence and strategies. Brand equity, brand essence and identity. Brand hierarchy and vertical/horizontal architectures. Brand extension and alignment. Brand narratives, legendary and iconic brands, and cultural branding. Other ways of presenting and developing brands. Wikibrands and digital technology.

**Course: Corporate Governance****Abridgement:**

Corporate Governance. Historic views of the firm and the appearance of the modern company.

Ownership and control. Market, hierarchical structures and organizations. Basic concepts for the capitals market. Corporate governance: origins and development. Main international corporate governance models. Ownership structures and corporate strategy. Board organization and dynamics. The regulator problem. Governance structures in organizations. Remuneration and incentives as a governance problem. Corporate governance context in Brazil. The role of institutional investors in governance. The control function in governance. Gaps in governance: recent case studies. Governance for unlisted companies. Theoretical models associated with governance. Challenges and trends in corporate governance.

### **Course: Strategy, Society and Government**

#### **Abridgement:**

Origins of the corporate strategy concept; managerial capitalism and types of capitalism; globalization theory; global policy and governance; contemporary discussions on strategic management; policy strategy; institutional strategy; market and non-market; political theory of corporations; corporate social responsibility strategies; social strategy, international and development strategies; strategy in/for emerging economies.

### **Course: Micro-Economics of Competitiveness (MOC Program – HBS)**

#### **Abridgement:**

Introduction to competitiveness. Corporate competitiveness, local and country production arrangements. Competing internationally: global strategies for multinational corporations. Production chains and local production arrangements in emerging economies. Local production arrangements in advanced economies. The role of companies in the public sector in social and economic development. Local production arrangements in Brazil.

### **Course: Practical Analytical Marketing**

#### **Abridgement:**

This course is designed to teach students how to use analytical marketing techniques for taking decisions. Among other aspects, they will learn how to use analytical resource models to estimate demand, engage in market segmentation and targeting, define product characteristics, price products for the consumer and business markets, fine-tune promotion programs, select media, understand the value of consumers and consumer portfolios, conduct browser marketing on the Internet and calculate major marketing metrics.

### **Course: Quantitative Analysis for Business Decisions**

#### **Abridgement:**

Basic concepts of quantitative research methodology. Possibilities for qualitative research in administration. Analysis and preparation of questionnaires. Descriptive statistics. Multivariate techniques for analyzing variable dependence and interdependence. Reading and discussing theses and dissertations using quantitative methods. Writing quantitative research reports.

### **Course: Teaching Strategies**

#### **Abridgement:**

Study of Administration: evolution and relevance. Education, teaching and learning. Education in Brazil. Education policy: selection and analysis of education policies in Brazil. Teaching techniques and methods. Simulating the teaching function.

### **Course: Corporate Social Responsibility**

#### **Abridgement:**

Historical overview of the construction and development of the Corporate Social Responsibility concept. Assorted theories and approaches to CSR. Methods for analyzing fundamental CSR concepts. Organizational policies and practices arising from the CSR discourse.

**Course: Analysis of Financial Statements****Abridgement:**

General financial statements. Basic concepts for financial statement analysis: vertical analysis, horizontal analysis, analysis by indicators, analysis of cash flow statements. Conceptual structure for drawing up financial statements. Accounting information quality. Role of convergence with international accounting standards. Role of the external auditors. Activities of the Brazilian Securities Commission (CVM). Basic accounting concepts: double-entry bookkeeping, accrual accounting, book-entry of some assets, some liabilities and earnings from sales and services. Professional judgment and estimates in accounting. Notes to the financial statements. Management report. Accounting information management (earnings management). Impression management. In-depth analysis of financial statements.

**Course: Blockchain, Bitcoin and Related Technologies****Abridgement:**

Introduction to Bitcoin: facts and myths. Cryptofinance II. Blockchain innovation. Risks: understanding and avoiding ruptures. Introduction to venture capital. Money and the law. The regulatory context. Cryptography 101. This idea of this course is not merely to explore Bitcoin transactions, but rather strives to understand a disruptive technology, assessing its impact on doing business in the future. It focuses heavily on the network underpinning Bitcoin and the many enterprises that are already capitalizing this innovation.