



## **FGV-EAESP: OneMBA Regional Course Descriptions**

### ***Module I***

#### **Making Decisions in the Absence of Clear Facts**

Information procurement is costly and time-consuming and requires an entire round of decision making prior to tackling the problem or opportunity for which information is sought. Faced with a problematic or pivotal situation, the effectiveness of a decision maker is not demonstrated through access to better or more information; instead, the effectiveness of a decision maker is demonstrated in an ability to use, more resourcefully, whatever limited information is available, and to portray its implications more usefully. A decision maker, whose thinking process enables such effectiveness, is in high demand. The course introduces two processes for making effective decisions in the absence of clear facts.

#### **Leading And Managing Global Organizations**

This course focuses on leading and managing organizations, with emphasis on behavioral aspects at the individual and group levels. The distinction between leading and managing will be examined. This is primarily a micro course, dealing with processes, interpersonal relations, and variables that explain human behavior in organizations.

#### **Statistical Analysis for Decision Making**

This course's goal is to enable students to use statistical methods to improve their decision-making process, with emphasis on statistical forecasting methods. The program will be based on practical examples and real-world application.

#### **Global Operations Management**

Managing operations is a complex and challenging task due to current business trends like globalization, but also due to larger product variety, short product life cycles, increased outsourcing, and continuous advances in information technology. In addition, supply chain management is a fundamental driver, not only for further improving operations, but also for strengthening competitive position. Also, enormous progress in information technology, including the Internet, has contributed to both the increasing needs and opportunities for improved supply chain management.

#### **Accounting, Finance and Control**

The aim of this course is to familiarize participants with the use of simulation models for conducting financial analyses. The course reviews basic accounting and financial concepts involved in different types of analyses, relating them to commonly available information technology resources and techniques. It is presumed that students are conversant with the relevant financial concepts and with the IT techniques involved; therefore, the course will concentrate on identifying and implementing the techniques best suited to each type of financial analysis. Participants will learn to use the more

commonly available IT tools (basically, **MS Excel**) to set up and use financial analysis of various sorts.

### **Cultural Dimensions Of International Business**

Conducting international business, particularly on a global scale, and negotiating effectively across cultures are always challenging and require skills other than job-related expertise. This course intends to show how certain insights of cultural anthropology can influence positively the conduct of international business. The encounter with “other” cultures is not an easy task; there are many aspects to consider when regarding a foreign environment in relation to one’s own culture. Students will have the opportunity to compare different cultures, as well as experience cross-cultural negotiations in a world of global corporations.

### **Microeconomics**

This course looks at individual behavior of economic agents – consumers, firms, workers, investors, etc. Micro-economists try to describe and explain how and why these units make economic decisions by understanding their incentives to act and by understanding how they interact and form larger units – markets and industries. Micro-economists also explain how these sectors and markets operate and develop, why differences exist among them, and how they are influenced by government policy and global economic events. This applied microeconomics course places special focus on optimal strategic decision making by firms and price formation under different market structures.

### **Module II**

#### **Global Marketing Management**

The course aims to:

- Develop the analysis and strategy skills needed by global marketing managers
- Give a vision of the complexities of global marketing
- Provide practical applications for managers in an age of globalization.

At the end of this course, students should be able to perform the key tasks of marketing managers, including market research, analysis, strategic planning, and controlling marketing programs at both local and global levels.

#### **Corporate Finance In The Global Environment**

This course provides participants with a framework to maximize corporate value in an international environment. Lectures, case studies, and project work will focus on valuation, financial performance measures, cash flow analysis, financial planning, capital budgeting, cost of capital, capital structure, exchange risk, and the interaction of financial policy with corporate strategy.

#### **International Politics And Global Business**

This course focuses on helping participants understand how globalization is affecting the business economic environment by impacting the free flow of goods, services, people, capital, ideas, and technology across national boundaries. We will not only discuss the most important theories and policies of international economics, but we will also keep in mind their real-world impact, too. The course is divided into three sections: 1) the production system and the economic bottlenecks of the Brazilian society, 2) traditional concerns of international economics—the international trading system and its consequences on

economic development, overpopulation, and environmental degradation, and 3) the central problem of the emerging countries—the new banking and financial system of international trade and its consequences for developing countries.

### **Managing People**

This course aims to promote a deeper understanding of relevant concepts and themes that underlie the management of people in organizations today. Special emphasis will be given to the management of people in increasingly internationalized environments.

### **Negotiation**

The goals of this course are:

- To develop “strategic thinking” through an overview of negotiation principles.
- To learn strategies to prepare for domestic and international negotiations.
- To develop negotiating skills and help others to manage the negotiation process.
- To learn and use concepts to improve the decision-making process in negotiations.
- To receive a customized analysis of each student’s negotiation skills.

### **Strategic IT Management**

The information technology – IT – is no longer only an issue of technological infrastructure; it has become a critical tool for competitiveness and strategy for modern companies. This course explores IT as an essential factor for business operations, productivity, and competitiveness in a highly complex and globalized world, with a focus on management, rather than technical, issues. The objectives are:

- To understand current trends in the use and management of IT in business;
- To build a framework for understanding the opportunities and limitations of IT and e-business as a competitive tool;
- To develop the ability to strategically manage IT in organizations, including using new business models in the digital environment and strategically using IT as a business enhancer; and
- To depict a broad vision of IT planning and organization.

### **Future Global Executive**

This a seminar conducted by two professors from Human Resources and Recruitment areas. For each session, they invite an executive with an international career to talk about their experiences with the class and share their recommendations for future global executives. The students are required to research the speakers’ companies and prepare discussion questions.

### **Economics for Strategists**

This course makes use of economic concepts to address important issues such as VAN (Value Added Networks), linking game theory and strategy, network and information economics. Environmental change and its implications are also addressed.

### **Module III**

#### **Macroeconomics**

Fiscal and monetary obstacles are challenging Brazilian policy makers and are stimulating an ongoing discussion within the academic and business community. What are the adequate policy instruments for the Brazilian economy? This course aims to tackle this question based on a background of macroeconomic theory. The objective of this course is to provide tools that allow a deeper analytical understanding of these complex interactions in the contemporary Brazilian economy.

#### **Mergers and Acquisitions**

This course provides participants with a framework to discuss mergers and acquisitions in a value creation approach. Our focus will be on the interaction of financial policy with corporate strategy, within a risk and opportunities environment.

#### **Innovative Business Models**

The objectives of this course are:

- To analyze the profound transformations in which organizations are adopting new business models supported by information and communication technology, particularly the Internet.
- To discuss the impact of the transformation from traditional business to digital business (Internet business).
- To develop expertise needed to increase organizations' competitiveness within the Internet business environment.

#### **Management of Innovation**

The objectives of this course are:

- To facilitate participants' understanding of the nature of corporate innovation and the organizational processes involved in it.
- To make participants familiar with new frameworks for managing innovation in established companies.

#### **Entrepreneurship**

The course focuses on several aspects related to entrepreneurship. Emphasis is placed on:

- The main problems faced by entrepreneurs and the best strategies to cope with these problems; and
- The critical role of recognizing opportunities and transforming them into a feasible business plan.

## **International Legal Management**

The objectives of this course are:

- To introduce the legal system governing international economic transactions and international economic relations.
- To develop the ability to analyze managerial issues related to international trade.
- To develop “strategic legal thinking” through an overview of principles of international private law and international trade law.
- To provide an analytical framework to study trade among countries.
- To use legal concepts to improve the decision-making process in managing international business.

## **Strategy**

This course provides a stage to discuss and analyze a set of critical challenges and strategic choices involved in managing a global firm. A hyper-turbulent market in both emerging and developed economies will be the context within which we will explore the process and content of strategic decisions taken by managers. The emphasis will be on how firms create a sustainable competitive advantage through products, services and processes. The course is designed to explore theoretical and empirical evidence for global strategy. However, students’ experience and “war stories” in this context are more than welcome.

## **Ethics and Corporate Social Responsibility**

The main objective of this course is to present how social and ethical issues are key elements to consider in corporate governance. To achieve this objective, it will be necessary:

- To acknowledge the fundamental concepts of ethics, business ethics, and corporate governance and their implications to real corporate social practices;
- To study the concept of corporate social responsibility and its connection to the Third Sector; and
- To require attention to the effectiveness of some corporate social policies.