

International Program

Courses' Syllabus

2019 | 1º Semester

Área responsável: Secretária Acadêmica de Graduação

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ANALYSIS OF THE ECONOMIC ENVIRONMENT I

Carga Horária Total: 80

Ementa:

This course is designed for students interested in Macroeconomics or those who are willing to learn but have not the opportunity yet. In part, for this reason the course balances the theoretical aspects with the more empirical ones. Students must be acquainted with the leading newspapers and blog in the world. Likewise, students should also follow the debate on the theoretical field. Among the topics discussed in this course one can find the following ones: monetary policy, quantitative easing, relationship between economic policy and the behavior of the main macro variables, leading and lagging indicators, fiscal policy, the external sector, growth forecast.

Objetivos:

Discuss and debate the ongoing problems in the macroeconomic scenario in Brazil and in the key countries like: Japan, US, UK, Australia, New Zealand, Canada, Japan and China. The idea is to put together the previous theoretical framework that students learn in the early Macro and International Economics course with a real world approach. With that in mind, the course has two goals: one is to offer a crash course in economics and the second, and more broad, idea is to prepare students for the demands of the upcoming job market.

Conteúdo Programático:

- Level of Activity: the real side of the economy.
- Employment and Income.
- Inflation and Monetary Policy
- Public Finance and Fiscal Policy.
- External Sector and the World Economy.

Bibliografia Básica

Livros:

Mishkin, Frederick. , The Economics of Money, Banking and Financial Markets, 8ª ed., Pearson - Prentice Hall, 2010

BLANCHARD, Olivier., Macroeconomia, 4ª ed., Pearson - Prentice Hall, 2010

Krugman, Paul & Maurice Obstfeld, International economics, 8ª ed., Prentice Hall, 2008

Bibliografia Complementar

Livros:

ANDREW B. ABEL, MACROECONOMIA - 6ª EDICAO, 6ª ed., PEB - PEARSON (NACIONAL), 2008

Bain, K. & Howells P. , Monetary economics, 2ª ed., MacMillan, 2009

CHAMP, Bruce; FREEMAN, Scott., Modeling Monetary Economies, 2ª ed., Cambridge University Press, 2001

SARGENT, Thomas J., Dynamic Macroeconomic Theory, 1ª ed., Harvard University Press, 1987

SACHS, Jeffrey D.; LARRAIN B., Felipe., Macroeconomia, 11ª ed., , 1998

DESIGN THINKING

Carga Horária Total: 80

Ementa:

This discipline combines theory and practice of design thinking, a human-centered approach to innovation that combines the needs of people, the possibilities of technology, and the requirements for business success. It will prepare you to use creative tools to gather inspiration, generate ideas, make them tangible, and tell stories.

Objetivos:

To offer participants tools and techniques for human centered innovation, based on three big pillars: looking, understanding and making. Thus, participants will learn and practice the design thinking methodology to expand creativity, to gain insights more connected to the real needs of people, and to materialize ideas through prototyping (for product, service or spaces). The course is a balance between theory and practice and offers an opportunity to gain abilities to face a world with high level of complexity and changes. The theoretical part will be based on recent articles and cases about design thinking and the practical part will be based on a real field project conducted in groups. The discipline is held in rooms prepared for Design Sprints and in the Fab Lab (digital manufacturing laboratory located on the 4th floor).

Conteúdo Programático:

- Design Thinking and its connection with other areas of knowledge;
- Human Centered Design: looking, understanding and making;
- Design Thinking tools - empathy, data analysis and insights, opportunities, ideation, idea presentation, collaboration, prototyping and validation, storytelling;
- Field project: identification of an opportunity, proposal of a creative solution, prototyping, storytelling and validation;

Bibliografia Básica

Livros:

KUMAR, Vijay. , **101 Design Methods: A Structured Approach for Driving Innovation in Your Organization.** , 1ª ed., Wiley & Sons, 2013
HATCH, Mark., **The Maker Movement Manifesto: Rules for Innovation in the New World of Crafters, Hackers, and Tinkerers,** 1ª ed., McGraw-Hill, 2016
KNAPP, J., **Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days.,** 1ª ed., Simon & Schuster, 2016

Bibliografia Complementar

Livros:

BROWN, T.; KATZ, B., **Change by Design: How Design Thinking Transforms Organizations And Inspires Innovation,** 1ª ed., Harper Business, 2009
MOGGRIDGE, B., **Designing interactions,** 1ª ed., MIT Press, 2007
GARRETT, J. J., **The elements of user experience : user-centered design for the web and beyond,** 2ª ed., New Riders, 2011
NORMAN, Donald., **The Design of Everyday Things,** 1ª ed., Basic Books, 2013
CROSS, N. , **Designerly Ways of Knowing,** 1ª ed., Springer, 2006

DIGITAL MARKETING

Carga Horária Total: 80

Ementa:

The digital economy is entering a new age that presents unprecedented challenges, as well as many opportunities. Technology has changed the ways firms engage in communications with consumers. It has also allowed the storage and analysis of consumer data scalable. The widespread use of mobile phones and tablets has enabled location-based messaging and shared communication. Digital tools, new monitoring tools, and the global emergence of social networking have allowed networked based predictive modeling and new forms of targeting and referral strategies. In that sense, digital marketing is the process by which organizations deploy digital tools, data, channels, and strategies to produce value for their customers.

Objetivos:

This course aims to identify the core topics that encompassed the effective management of digital marketing strategies, and it intends to provide a conceptual and practical structure concerning the use of digital tools and approaches to produce marketing strategies. Specific goals:

- The student should develop the critical ability to apply concepts, principles, and theories in this area of knowledge
- The student should be able to analyze and contribute to the development of a digital marketing strategy
- Students should develop a practical understanding of marketing tools within the digital environment

Conteúdo Programático:

These topics are subject to change. Initial plans are to cover the following:

1. The context of the Digital Society: The fourth revolution
2. Marketing 4.0 and digital landscape.
3. Digital marketing foundations: concept, the internet marketing paradigm and digital lifestyles.
4. The consumer journey and habits in the information and digital era; the Brazilian digital consumer.
5. Digital business models; business strategy in the digital age.
6. Outbound vs Inbound Marketing
7. On vs. Off marketing resource allocation
8. Digital advertising and promotion: Search advertising (paid search, display, SEO); social media (Google, Facebook, Instagram, YouTube)
9. Social listening: ratings and reviews; word-of-mouth.
10. Digital marketing metrics (analytics and reporting)

Bibliografia Básica

Livros:

STONE, Bob; JACOBS, Ron., **Successful direct marketing methods: interactive, database, and customer-based marketing for digital age**, 1ª ed., Mc Graw Hill, 2008
SHIH, Clara Chung-wai, **The Facebook era: tapping online social networks to market, sell and innovate**, 2ª ed., Prentice Hall, 2011

FARRIS, Paul W.; BENDLE, Neil T.; PFEIFER, Phillip E.; REIBSTEIN, David J., **Marketing metrics: 50 + metrics every executive should master**, 1ª ed., Wharton School Publishing, 2007

Bibliografia Complementar

Livros:

BOONE, Louis E.; KURTZ, David L. , **Contemporary marketing.** , 11ª ed., Thomson/South-Western, 2003

TAPSCOTT, Don; WILLIAMS, Anthony D. , **Wikinomics: how mass collaboration changes everything**, 1ª ed., Portfolio, 2007

MOHAMMED, Rafi A., **Internet marketing: building advantage in the networked economy**, 2ª ed., McGraw-Hill/Irwin , 2004

TRACY, Joe., **Web marketing applied.** , 1ª ed., Advanstar, 2000

WUYTS, Stefan; DEKIMPE, Marnik G.; GIJSBRECHTS, Els; PIETERS, Rik (Ed.)., **The connected customer: the changing nature of consumer and business markets**, 1ª ed., N.Y.: Routledge, 2010

GLOBAL CITIES

Carga Horária Total: 80

SUMMARY:

Rapid urbanization in both the developed and less developed world, combined with recent trends towards globalization and fiscal decentralization, has put enormous pressure on large cities and city-regions. As urban populations grow, large cities struggle to provide basic services (e.g. housing, water, sanitation, public safety, transit) and address the negative externalities associated with rapid growth (e.g. pollution and congestion).

In the early 21st century, despite economic development and growth around the world, urbanization is most often associated with informal occupations and precarious modes of life, due to lack of services provision, poor transportation and infrastructure, and mismanagement. Yet, urban areas are seen as vibrant, diverse and desirable places to live, work and visit and are seeing a wave of revitalization not seen in many decades.

The way of living and surviving in cities across the world can be described in different ways: through the decline of the industrial economy, the offshoring of work, the creation of network cities, and the emergence of "global cities." Public and private sector alike, such as policy makers and real estate developers, have to deal with the global issues and economic crisis at the city level, and try to devise new, smarter, and safer solutions to make life in cities better. This course will set out a basic economics and public management framework to understand the problems faced by cities and use it to evaluate the issues and challenges they endure. It also addresses some of the promises and dilemmas of creating and managing the space where we live, work and produce, through a number of best practices studies, which suggest that there is a smart and best way to impact the places we live.

COURSE OBJECTIVES:

The students will be able to understand and criticize current problems in large cities. It is expected that the students will be able to evaluate urban realities in different contexts, both domestically and internationally.

The students will be able to:

- To understand the key issues about urbanization;
- To analyze different aspects of cities, large and small, and discuss the differences between megacities, global cities, and smart cities;
- To apply basic principles for analysis of large cities and metropolitan regions in countries with diverse political, institutional, and cultural contexts; and
- To evaluate the practice of urban governance.

CONTENTS:

1. Urbanization Overview
 - a. Concepts of Cities
 - b. Cities in a World Economy
 - c. Patterns of Urban Growth
 - d. Rankings and Classifications
2. The economics approach to Cities
 - a. Urban Public Economy
 - b. Local Government Expenditures
3. Governing Global, Mega, Worldly, and Smart Cities
 - a. Global Cities

- b. Large Metropolitan Areas
 - c. Competitive Cities
4. Financing Cities
- a. Taxes
 - b. Alternative Revenues
 - c. Financing Cities, Metropolitan and Large Areas
 - d. Fiscal Federalism
5. The City as a Growth Machine
- a. Recession and the future of cities
 - b. City Business
6. The Triumph of Cities? Sustainability and Survival

REFERENCES (MAIN):

Glaeser, Edward. 2011. *The Triumph of the City: How Our Greatest Invention Makes Us Richer, Smarter, Greener, Healthier, and Happier* Penguin Press

Jacobs, Janet. 1969. *The Economies of Cities*.

Sassen, Saskia. 2006. *Cities in a World Economy*, Third edition, Pine Forge Press.

Ferrer, Jorge Núñez (ed.) 2013. *Financing models for smart cities*. Smart Cities Stakeholder Platform.

REFERENCES (COMPLEMENTARY):

Amen, Michael M., Kevin Archer, M. Martin Bosman (ed). 2006. *Relocating Global Cities: From the Center to the Margins*. Rowan and Littlefield Publishers. New York. ATKearney.

2015. *Global Cities 2015. The Race Accelerates*.

Brenner, Neil, and Roger Keil (ed.) 2006. *The Global Cities Reader*. Routledge. London.

Detter, Dag and Stefan Folster. 2017. *The Public Wealth of the Cities. How to Unlock Hidden Assets to Boost Growth and prosperity*. Brookings Institution Press. Washington, D.C.

World Bank. 2013. *Planning, Connecting, and Financing Cities—Now. Priorities for City Leaders* International Bank for Reconstruction and Development / The World Bank. Washington, D.C.

REFERENCES (Additional):

Alm, James. 2010. "Municipal Finance of Urban Infrastructure: Knowns and Unknowns." Wolfensohn Center for Development, Working Paper 19, May 2010 (http://www.brookings.edu/~media/research/files/papers/2010/5/urbanization%20finance%20alm/05_urbanization_finance_alm).

Clark, Greg 2016. *Global Cities: A Short History*. Brookings Institution Press.

OECD. 2006. *Competitive Cities in the Global Economy*, OECD Territorial Reviews. Paris: OECD.
(http://www.mexicodiplomatico.org/lecturas/competitive_cities_global_economy.pdf)

United Nations. 2017. *The Worlds Cities in 2016*. Washington
http://www.un.org/en/development/desa/population/publications/pdf/urbanization/the_worlds_cities_in_2016_data_booklet.pdf

Mumford, Lewis, 1968. *The City in History: Its Origins, Its Transformations, and Its Prospects*.

O'Sullivan, Arthur. 2012. *Urban Economics, Eighth Edition*, McGraw-Hill Irwin.

GLOBAL STRATEGY

Carga Horária Total: 80

COURSE OBJECTIVES:

The basic objective of this course is to comprehend the strategy and management of multinational corporations (MNCs). We will explore the differences between managing a MNC and a domestic company and also how and why companies decide to expand abroad, and how they can become successful in the global arena.

This course is mainly targeted to help students understand the strategic issues and tradeoffs in a multinational context and assess the strategic performance of MNCs. This elective course is not only appropriate for students who intend to pursue careers in MNCs, but also for those attracted to management consulting, investment banking, venture capital, and other careers in the global context.

At the end of the course, students should be able to:

Interpret competition in the global arena

Assess the challenges of different MNCs and their relations with different countries

Develop a practical understanding of the internationalization strategy options

Write an elementary business case

In-class business case discussions, lectures as well as business case development and team presentations will illustrate real-world applications of global strategy and international management.

CONTENTS:

1. Expanding Abroad: Motivations, Means, and Mentalities
2. Understanding the International Context: Responding to Conflicting
3. Developing Transnational Strategies: Building Layers of Competitive Advantage
4. Developing a Transnational Organization: Managing Integration
5. Creating Worldwide Innovation and Learning: Exploiting Cross-Border Knowledge Management
6. Engaging in Cross-Border Collaboration: Managing Across Corporate Boundaries
7. Building New Management Capabilities: Key to Effective Implementation
8. Shaping the Transnational's Future: Defining an Evolving Global Role

REFERENCES (MAIN):

Bartlett, C. A., & Beamish, P. W. (2018). *Transnational Management: Text and Cases in Cross-border Management*. Cambridge University Press.

Charles, E. Hill (2015). *International Business: Competing in the Global Marketplace*, 10th ed., McGraw-Hill/Irwin.

Pankaj Ghemawat (2007). *Redefining Global Strategy: crossing borders in a world where difference still matters*. Cambridge, MA: Harvard Business Review Press.

REFERENCES (COMPLEMENTARY):

Cavusgil, S. T., Knight, G. & Riesenberger, J. (2016). *International Business: The New Realities*. 4th ed., Pearson.

Guillén, M. F. & Ontiveros, E. (2016). *Global Turning Points: The Challenges for Business and Society in the 21st Century*. 2nd ed., Cambridge University Press.

Hill, C. W. L. & Hult, G. T. M. (2015). *Global Business Today*. 9th ed., McGraw-Hill Education.

Khanna, T. & Palepu, K. G. (2010). *Winning in Emerging Markets: A Road Map for Strategy and Execution*. Harvard Business Review Press.

Peng, M. W. (2016). Global Business. 4th ed., Cengage Learning.

Ghoshal, S. 1987. Global Strategy: An Organizing Framework. Strategic Management Journal, 8 (5): 425-440.

ADDITIONAL READING (OPTIONAL):

Khanna, T., Palepu, K. G. 2006. Emerging giants: building world-class companies in developing countries. Harvard Business Review, 02-10.

Peng, M.W. 2003. Institutional transitions and strategic choices. Academy of Management Review 28 (2): 275-296.

Ramamurti, R. 2004. Developing countries and MNEs: extending and enriching the research agenda. Journal of International Business Studies 35 (4):277-283.

IMPERFECT COMPETITION AND COMPETITION POLICY

Carga Horária Total: 80

Summary:

The objective of the course is to give students the necessary tools to study the competitive strategy of imperfect markets' participants. Game theory provides the framework to study the behavior of companies in these markets and we will use cases and market simulation to illustrate its core insights.

Course objectives:

How search engines (such as Google or Baidu) explore their ability of to target consumers to their benefit? How do companies like Uber or Spotify compete in their respective markets? What is the role of advertising and innovation in markets with very few companies? Why the European Commission (and not its American peer, the Federal Trade Commission) has imposed billions of euros fine on Google for anticompetitive behavior? What kind of public interventions would prevent anticompetitive behavior?

Departing from national and international cases plus classroom game simulations, the course is focused on studying markets where competition is far from what we call perfect competition. The game theory's framework will be applied to investigate and analyze market strategies such as price competition, market segmentation, advertising, investment in innovation among others, with a focus on the digital economy.

By the end of the course, the student must be able to analyze and apply basic game theory to imperfect competition markets in the context of mergers, collusion, advertising, R&D competition, antitrust policy and business strategy. Also, the student must be able to discuss the role of government in the market in determining antitrust policy and patent policy.

Contents:

- Oligopoly
- Pricing strategies and market segmentation
- Advertising and related marketing strategies
- R&D and innovation strategies
- Search and switching costs
- Digitalization of society: Network and platform economics
- Competition policy: cartel and merger analysis, vertically related markets

References (main):

BELLEFLAMME, P.; PEITZ, M. (2010). "Industrial Organization: Markets and Strategies". Cambridge Univ Press.
SHY, Oz, (1995) "Industrial Organization: Theory and Applications", MIT
Cabral, L. M. (2017). "Introduction to industrial organization". MIT press.

References (complementary):

MOTTA, M. (2004) "Competition Policy: Theory and Practice". New York: Cambridge University Press.
SPIEGLER, Ran, (2011) "Bounded Rationality and Industrial Organization", MIT
TIROLE, J. (1989) "The Theory of Industrial Organization". Cambridge (Mass.): MIT Press.
Manne, G. A., & Wright, J. D. (2011). "Google and the limits of antitrust: The case against the case against Google". Harv. JL & Pub. Pol'y, 34, 171.
Boldrin, M. and Levine, D.K., (2013). "The case against patents". Journal of Economic Perspectives, 27(1), pp.3-22.

Additional reading (optional): more to be announced

Gouri, G., & Salinger, M. A. (2016). "Protecting Competition vs. Protecting Competitors: Assessing the Antitrust Complaints Against Google".
Newman, John M. (2018) "Silicon Valley Rhetoric: Three Myths Debunked".
Gomes, R, (2010). "Sponsored Search Auctions: Simple Economics and Implications for Antitrust Policy," Antitrust Chronicle, Competition Policy International, vol. 7.
Tirole, J. (2017) "Economics for the Common Good". Princeton University Press

MACROECONOMICS AND FINANCIAL MARKETS

Carga Horária Total: 80

Ementa:

This course is designed for students interested in applying the concepts of economics and finance to the real world. We use a trading software with real time data where students learn how to create positions of stock indexes, interest rates and currencies. This course emphasizes more the empirical application rather than the theoretical issues. In part because a great part of the literature that was discussed in previous econ/business courses is concerned with banks and their exposure to the currency market – among other derivatives – student groups simulate these concepts using a computer platform where each group is in charge of a currency and decides to buy (or sell) the currency according to the economic environment and other variables into consideration. In each decision the software records a monetary gain or loss and the winner is the one with highest monetary gain.

Objetivos:

This course deals with applying concepts business and economics students had in their previous courses to real world situations. We use computer software where students get acquainted with spot and futures transactions in the key markets: commodities, currencies, stock indexes and metals. In these markets students learn how to apply option strategies like: straddles, butterfly, strangle, collar and candle, among others. We also talk about technical indicators and charts, as a way to complement to the economic analysis.

Conteúdo Programático:

Overview of Financial Markets
Understanding Interest Rates
The Behavior of Interest Rates
Mechanics of Future Markets
Leverage
The Theory of Rational Expectations
Economic Analysis of Financial Structure
Money Multiplier
The Federal Reserve
The Central Bank of Brazil
Trading
Determinants of Money Supply
Tools of Monetary Policy

Bibliografia Básica

Livros:

Mishkin, Frederick. , **The Economics of Money, Banking and Financial Markets**, 8ª ed., Pearson - Prentice Hall, 2010
BLANCHARD, Olivier., **Macroeconomia**, 4ª ed., Pearson - Prentice Hall, 2010
MURPHY, J. , **Technical Analysis of the Financial Markets**, 1ª ed., NYIF, 2011

Bibliografia Complementar

Livros:

WOODFORD, M, **Interest and Prices: Foundations of a Theory of Monetary Policy**, 1ª ed., Princeton U Press Press, 2003
WALSH, C., **Monetary Theory and Policy**, 3ª ed., MIT Press, 2008
Champ, Freeman, Haslag. , **Modeling Monetary Economies**, 1ª ed., Cambridge University Press, 1999
Sargent, Thomas J, **Dynamic Macroeconomic Theory**, 1ª ed., Harvard University Press, 1992
HICKS, J. , **Critical Essays in Monetary Theory**, 1ª ed., Clarendon Press, 1944

MARKETING METRICS AND DATA MARKETING

Carga Horária Total: 80

Ementa:

This course is designed to introduce different data gathering procedures, metrics and analytical methods applied to marketing. Students will have the opportunity to define a business problem, develop a research plan, collect, process, analyze data, present findings and implications as a class project. This course will draw from basic knowledge of business, marketing management and strategy, statistics and econometrics (and is complementary to the compulsory course of Marketing Avancado). The course format is the following:

- Class sessions will center on a particular marketing problem and a corresponding set of contents (see below).
- In class, students will be invited to take place in discussions of the relevant cases, issues and implications for marketing practice.
- Classes will be practical in the sense that students work in small groups to carry on activities such as: discussion of a topic/video/short reading/marketing problem, data processing, data analysis and decision making. Guest speakers and field assignment may be scheduled.
- There will be group projects to engage students in the overall content of marketing metrics and data marketing

Objetivos:

The objective of this course is to provide students with an applied knowledge in the domain of marketing analytics by exploring the most applicable metrics and data driven marketing management and strategy. To this end, the key quantitative techniques and relevant cases provide the ground for this course. Important supporting course objectives include:

- Developing a keen awareness of major problems in accountable marketing and gaps between execution and planning and, as a result, identifying marketing research understanding that represent high priority areas for successful marketing implementation.
- Strengthening the skills needed to fully conduct thorough marketing projects that (a) require data collection/processing from sources like surveys, CRM, internet, and (b) impactful analytics in qualitative and quantitative approach that support decision making of firms in areas such as branding, sales, product, channels, pricing, consumer behavior, segmentation and positioning.

Conteúdo Programático:

PART 1: Challenges of Marketing Analytics

- Marketing and firm strategy
- Marketing in the era of data overload
- Marketing and the interface with IT and Statistics Areas
- Digital marketing and analytics
- Marketing metrics dashboard
- From briefing to problem definition

PART 2: Data Collection and Processing

- Qualitative data: ZMET, BCM, Interview
- Primary Quantitative data: Survey
- Proprietary sources (ex. CRM, Internet Records)

- Secondary sources (ex. Market Research, Public Records)

PART 3: Data Analysis and Decision Making

- Key features of data: Descriptive statistics
- Consumer behavior I: Scale validity
- Consumer behavior II: Laboratory and Field experiment
- Text mining: Content analysis
- Market segmentation: Cluster analysis
- Branding and competition: Perceptual maps
- Pricing strategy: Price elasticities
- Classical Marketing Metrics: Classical Metrics
- Digital Marketing Metrics: Internet Marketing Metrics
- Consumer value: Customer Lifetime Value
- Sales mediating models: Structural equation models

Bibliografia Básica

Livros:

MALHOTRA, Naresh K., Marketing Research: An Applied Orientation, 6ª ed., Pearson, 2010
Farris, Paul W.; Bendle, Neil T.; Pfeifer, Phillip E.; Reibstein, David J. , Marketing metrics: 50 + metrics every executive should master, 1ª ed., Wharton School Publishing, 2007
HAIR Jr., J.F.; ANDERSON, R.E.; TATHAM, R.L.; BLACK, W.C., Multivariate Data Analysis, 7ª ed., Prentice Hall, 2010

Bibliografia Complementar

Livros:

WOOLDRIDGE, J. M., Econometric Analysis of Cross Section and Panel Data, 2ª ed., MIT Press, 2010
Feinberg, F.M., Kinnear, T. and Taylor, J.R, Modern marketing research: Concepts, methods, and cases., 1ª ed., Cengage Learning, 2012
LILIEN, G. L.; RANGASWAMY, A., Marketing Engineering, 2ª ed., Prentice Hall, 2004
Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, 1ª ed., 2014
Jeffery, M. (2010), Data-driven marketing: the 15 metrics everyone in marketing should know, 1ª ed., John Wiley & Sons, 2010

PRODUCT-SERVICE SYSTEM DESIGN

Carga Horária Total: 80

Ementa:

Technology ; complexities of value creation ; intersections among business, engineering and economies ; PSS concept ; business and innovation tool ; PSS design and evaluation.

Objetivos:

- Understand the PSS Design concept and its contribution to value creation and innovation through examples of applications along with potential benefits and barriers to adoption.
- Apply tools and techniques typically used for PSS design, such as: user centered design, value analysis, stakeholders map, customer experience journeys, among others.
- Develop a PSS Design based solution working as a consultancy team dealing with a real problem through a practical project, where administrators, economists and engineers work together to come up with innovative solutions.

Conteúdo Programático:

- Product-Service System: concept, origin, characteristics and types of PSS
- Value Propositions and Value creation
- Contemporary market research
- User Centered Design (UCD): the design thinking mindset, the design process and methods such as, stakeholders map, persona, user journey, point of view, brainstorming, rough prototyping, test with users and feedback grid.
- Business model, business case and scenarios.

Bibliografia Básica

Livros:

LUSCH, R., **Service-Dominant Logic: Premises, Perspectives, Possibilities Paperback**, 1ª ed., Cambridge University Press, 2014
OSTERWALDER et al., **Value Proposition Design: How to Create Products and Services Customers Want**, 1ª ed., Wiley, 2014
BROWN, Tim; KATZ, Barry. , **Change by design**, a ed., Harper Business, 2009

Bibliografia Complementar

Livros:

PATTON, J. D.; BLEUEL, W. H., **After the Sale : How to Manage Product Service for Customer Satisfaction and Profit**, 1ª ed., Solomon Press, 2000
ZEITHAML, Valarie A.; BERRY, Leonard L.; PARASURAMAN, A. , **Delivering Quality Service : Balancing Customer Perceptions and Expectations** , 1ª ed., Free Press, 1990
THOMKE, S. H,, **Managing Product and Service Development : Text and Cases** , 1ª ed., McGraw-Hill, 2007
JOHNSTON, R.; CLARK, G., **Service Operations Management : Improving Service Delivery** , 2ª ed., Prentice-Hall, 2008
OSTERWALDER, A.; PIGNEUR, Y., **Business Model Generation** , a ed., Alta Books, 2011

TECHNOLOGICAL INNOVATION

Carga Horária Total: 80

Ementa:

This course is of a practical nature. Students are expected to take active participation in it. The course includes subject matter presentations by the professor, followed by discussions in small groups. Preparation for the classes, with pre-readings and online research is an essential part of this course.

Students are supposed to keep a weekly "innovation case" log book, a practice that will help them exercise one systematic prospection strategy that may be used in finding and understanding technological innovation opportunities in everyday life.

Students will also present business innovation cases they will have prepared along during the course. Active participation in all these activities is a key component of the final grade of the student.

The subject matter expositions will introduce theoretical content to students. This content may have been previously introduced to students via prereadings and video materials illustrating the points to be discussed. All discussions are contextualized in real-life cases, and feasible business scenarios.

Grading will be based on the performance of students in: 1) the creation of individual logbooks on technology innovation cases along the semester, 2) the quality of the dissertation in their mid-term exam, and 3) the writing and presentation (in groups) of a business case or an opportunity file (ex. a discussed Business Model CANVAS) of an existing technological company. The case study should emphasize the impact of innovation, be it in creating economic value, social value, cultural value, etc.

For both works, part of the activities will happen in-class (discussions, status reports) and part off-class (follow up, mentoring, research, group discussions and document preparation).

Main emphasis of the course is on;

In-class workshop-like discussions and off-class mentoring, research & group work

Correlation of the subject matters learned in this class with those of courses taught in other disciplines in Business Management at INSPER

Presentation and discussion of real-life technology firms

Preparation and discussion of students work in class, forcing course participants to share knowledge learned, acid-test concepts and suppositions

and gain a clear sense for the challenges and dilemmas faced by technology entrepreneurs

Intense preparation by participants

Bi-weekly evolution gauging of each student's log book research work and preparation of case study / business model opportunity file with the professor

Objetivos:

The outline content of the course is based on the book from Byers, Thomas H. et al. 2011. Technology Ventures, From Idea to Enterprises. McGrawHill. 680 p. The readings, videos, support materials and class activities will all be in English. Students will be asked to create their log books and case studies in English. Presentation materials (PPTs), along with any other ancillary support materials, will also be in English. Students will not be valued on their proficiency level or correctness of their English, but rather on the content of the material presented. A minimum English level will be required to convey the intended content. Due to the high level of international attendance of this course, it is suggested that students use mostly English to interact either in their in-class and off-class activities.

Recognize the importance of strategy in regards to the creation and capture of value.

Identify value creation phenomena in different sectors, from the more traditional ones (energy, infrastructure, agribusiness) to the ones axed on or impacting the economy of knowledge (IT, e-commerce, social networks),

Depict a company in regards to its positioning before innovation waves, in particular sectors (innovation networks)

Perceive the transformation factors underlying an industrial sector, and the role played by national mechanisms that support innovation and value creation via innovation.

Sense the importance of intellectual property and mechanisms to protect it.

Explain business models used in technology ventures, along with the role of venture capital in their financing.

Analyse real case scenarios of technology ventures successes and failures, becoming capable of explaining the underlying factors responsible for those outcomes

Conteúdo Programático:

The outline content of the course is based on the book from Byers, Thomas H. et al. 2011. *Technology Ventures, From Idea to Enterprises*. McGraw-Hill. 680 p.

The readings, videos, support materials and class activities will all be in English. Students will be asked to create their log books and case studies in English. Presentation materials (PPTs), along with any other ancillary support materials, will also be in English. Students will not be valued on their proficiency level or correctness of their English, but rather on the content of the material presented. A minimum English level will be required to convey the intended content. Due to the high level of international attendance of this course, it is suggested that students use mostly English to interact either in their in-class and off-class activities.

Bibliografia Básica

Livros:

Byers, Thomas H. , **Technology Ventures, From Idea to Enterprises**, 1ª ed., McGraw-Hill, 2011

Christensen, Clayton M. , **The Innovator's Dilemma, Harper Business Essentials**, 1ª ed., , 2002

Utterback, James M. , **Mastering the Dynamics of Innovation**, 1ª ed., Harvard Business School Press, 1996

Bibliografia Complementar

Livros:

Davenport, Thomas H. , **Process Innovation**, 1ª ed., Harvard Business School Press, 1993

Drucker, Peter F. , **Innovation and Entrepreneurship**, 1ª ed., Harper and Row, 1968

Gruelken, Wolfgang, **Lessons in Radical Innovation**, 1ª ed., Prentice Hall, 2002

Tidd, Joe, Bessant, John e Pavitt, Keith, **Managing Innovation** , 1ª ed., Wiley, 2001

Tushman, Michael L., e O'Reilly Charles A. III, **Winning Through Innovation**, 1ª ed., Harvard Business School Press, 1997

VALUATION

Carga Horária Total: 80

Ementa:

The course is designed to cover advanced topics of corporate finance and firm and equity valuation from a conceptual and practical framework. Discounted cash flow models and relative valuation are used in standard cases (public companies) and specific cases (private companies, start-up, distressed companies, etc.). Finance theory is introduced in this course with application and integration of finance, business strategy and accounting concepts to valuation of companies.

Objetivos:

The main objectives of this course are (students shall be able to):
apply different valuation approaches as FCFF, FCFE, DDM and relative valuation to estimate firm and equity value;
identify which technique best fits each case, outlining vantages and disadvantages of each situation;
analyze a company's financial performance and extract information from the financial statements to make projections and estimates;
identify and analyze value drivers and relate these drivers to the valuation process;
conduct a practical valuation of a company, in collaboration with other students, and produce a written report and an oral presentation.

Conteúdo Programático:

1. Introduction and approaches to valuation
2. Financial statements analysis and valuation
3. Cash flow, growth and terminal value determinants
4. Cost of equity, cost of debt and weighted average cost of capital (WACC)
5. Discounted cash flow valuation models: free cash flow to equity model, free cash flow to firm model and dividend discount model
6. Relative valuation: earnings, book value, revenue and sector specific multiples
7. Acquisitions and Takeovers: value of synergies and control
8. Valuation of start-up firms: private equity method, scoreboard
9. Valuation of private firms: size premium, value of transparency, total beta
10. Valuation of distressed firms: financial difficulties, bankruptcy costs, liquidation value

Bibliografia Básica

Livros:

DAMODARAN, A. , **Investment Valuation: Tools and Techniques for Determining the Value of Any Asset**, 2ª ed., John Wiley & Sons, 2002
COPELAND, T. ; KOLLER, .; MURRIN, J., **Avaliação de Empresas Valuation – Calculando e Gerenciando o Valor das Empresas**, 3ª ed., Makron Books, 2002
DAMODARAN, A. , **Finanças corporativas: teoria e prática**, 2ª ed., Bookman, 2004

Bibliografia Complementar

Livros:

DAMODARAN, A., **Avaliação de Empresas**, 2ª ed., Pearson Prentice Hall, 2007

KOLLER, T., GOEDHART, M., WESSELS, D, **Valuation**, 4ª ed., John Wiley & Sons, 2005
Rapport, A., **Creating Shareholder Value: A Guide for Managers and Investors**, 2ª ed., Free Press, 1998
BENNINGA, S., SARIG, O. H. ,, **Corporate Finance: A Valuation Approach**, 1ª ed., The Mc Graw-Hill , 1997
TITIMAN, S., MARTIN, J. D. ,, **Valuation: The Art And Science of Corporate Investment Decisions**, 2ª ed., Prentice-Hall, 2011

VALUE CHAIN AND BUSINESS ECOSYSTEMS MANAGEMENT

Carga Horária Total: 80

Ementa:

Competitive advantage, value creation, profitability pools, relative cost and relative price position, business management, value chain, supply and demand management, industry structure, firm resources and capabilities, activity systems, new venture/innovation, product design and production, business concepts and models, logistics, supply chain management, inter-firm coordination, business ecosystems structure, nodal advantage and strategies.

Objetivos:

By completion of the program, students will be able to:

- Understand value creation, competitive advantage and profitability sources of a firm
 - Analyze firm-level value chains to develop competitive advantage and improve profitability;
 - Practice venture/innovation value chains to develop a new product
 - Recognize global and local industry-level value chains to design competitive supply-chains;
 - Understand competition in a networked economy – leveraging business ecosystems;
- Students will build from these concepts and practice to have an integrative perspective of business development and management.

Conteúdo Programático:

The course Value Chain and Business Ecosystems Management evolves from the concept of value chains, initially defined by Porter (1985) to business ecosystems, first defined by Moore, 1993 and more recently leveraged to overcome output-centric industry definitions in a networked economy. The underlying logic is to provide value chain/ecosystems management tools and to the extent possible, practice them through cases, exercises and a group project involving venture/innovation value chains in the design of a new product.

The course starts with an introduction to value creation, competitive advantage and profit pools, involving analysis of relative price and relative cost to relate the value chain and the business P&L. Then, the course unfolds in three main parts with different time dedication: the first one, firm-level value chains offers an integrative perspective of business management including its supply side (sourcing, inbound logistics, technology and production management), demand side (sales, marketing, distribution and revenue) and the value side (profit, cost and value-based management), from a strategic, planning and operations perspective. Students will develop a product design/production group project to experience the venture/innovation value chain within a firm, leveraging our FabLab and TechLab facilities. The second part, industry-level value chains, builds on the extended enterprise concept to design differentiated supply chains (first defined by Keith Oliver, 1982). Competition is not anymore

restricted to one firm but in how they interact/coordinate with anterior (suppliers) and posterior (clients) firms in their value chain, i.e. supply-chains are designed to link firm-level value chains from raw material producers to the delivery of final products to clients. Different cases and recent trends are going to be used to discuss tools and approaches to supply chain management.

Finally, the third part of the course discusses business ecosystems from its definition by Moore (1993) as a parallel to nature ecosystems evolution and dynamic characteristics, to recent strategies to build and compete with ecosystems – from competitive advantage of a firm to nodal advantage in an ecosystem (Kumar et al, 2015). Case discussion and experiencing

ecosystems among the groups in the venture/innovation value chain groups in the first part will be used to apply the concepts and ideas of business ecosystems.

Bibliografia Básica

Livros:

SHAPIRO, J., **Modeling the Supply Chain (Duxbury Applied)**, 2ª ed., Cengage Learning, 2006

MOORE, James F., **The Death of Competition: Leadership and Strategy in the Age of Business Ecosystems**, 1ª ed., Harper Paperbacks, 1997

MAGRETTA, J., **Understanding Michael Porter: The Essential Guide to Competition and Strategy**, 1ª ed., Harvard Business Review Press, 2011

Bibliografia Complementar

Livros:

CHIPCHASE, J.; STEINHARDT, S., **Hidden in Plain Sight: How to Create Extraordinary Products for Tomorrow's Customers**, 1ª ed., HarperBusiness, 2013

PORTER, M.E., **Competitive Advantage: Creating and Sustaining Superior Performance**, 1ª ed., The Free Press, 1998

STEAD, Jean Garner, STEAD, W. Edward, **Sustainable Strategic Management**, 2ª ed., Routledge, 2013

ADNER, Ron, **The Wide Lens: A New Strategy for Innovation**, 1ª ed., Portfolio, 2012

PRESUTTI JR., W. D.; MAWHINNEY, J., **Understanding the Dynamics of the Value Chain**, 1ª ed., Business Expert Press, 2013