

Courses Syllabus

2019 | 2º Semester

Secretária Acadêmica de Graduação

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ADVANCED TOPICS IN CORPORATE FINANCE

Carga Horária Total: 80

Ementa:

This is a course on applied corporate finance. The course format is based on assigned readings, exercises, seminars and cases from textbooks and other sources. The seminars and cases should enhance understanding and comprehension of textbook materials and provide a link from theory to business situations.

Students will address issues in capital budgeting, financing decisions, risk management, corporate governance and agency problems and compensation. The purpose of the cases is not to introduce these topics, but to further examine the theoretical concepts and models of finance and how they can be applied to reasonably realistic situations.

Objetivos:

The course's general objective is to develop the analytical skills for decision-making based on Finance theory studied in core courses. It combines lectures, seminars and case analysis to deal with selected topics in Corporate Finance such as governance, valuation, capital budgeting, cost of capital, capital structure policy, issuance of securities, mergers and acquisitions and risk management for the attainment of corporate economic goals and value creation.

Conteúdo Programático:

Part of the course makes the use of lectures and seminars to present advanced techniques and applications, thus creating the setting for the subsequent preparation and analysis of case studies. The goal is to further the knowledge acquired in finance required and elective courses on corporate finance and financial instruments and markets.

In the other (core) part of the course the students will become involved in the discussion of several Harvard Business School and Darden case studies based on situations of the real world. It is expected that students prepare in advance for active participation in instructor led classroom discussions. Analytical tools will be applied to the examination of situations in which financial techniques, instruments and strategies were employed by corporations, with or without success.

Session topics will include:

- The cost of capital, valuation and capital budgeting
- Capital structure policy, capital markets and issuance of securities (fixed income and equity)
- Currency and commodity risk management (derivative instruments)
- Corporate governance, performance measurement, agency problems and compensation
- Mergers and acquisitions

Bibliografia Básica

Livros:

ROSS, S.; WESTERFIELD, R.; JAFFE, J., **Corporate Finance**, 9ª ed., McGraw Hill, 2009

BREALEY, R. A; MYERS, S. C.; ALLEN, F., **Principles Of Corporate Finance**, 11ª ed., McGraw-Hill, 2014

BODIE, Z. et al., **Investments**, 10ª ed., Mc Graw Hill, 2014

Bibliografia Complementar

Livros:

HULL, J. C., **Options, Futures, And Other Derivatives**, 8ª ed., Prentice-Hall, 2012

STULZ, R., **Risk Management and Derivatives**, 8ª ed., Prentice-Hall, 2012
FABOZZI, F.J. , **Fixed Income Analysis & Workbook** , 2ª ed., Wiley, 2007
DAMODARAN, A., **Corporate Finance: Theory and Practice**, ª ed., John Wiley, 1997
NEFTCI, S. , **Principles of Financial Engineering**, 2ª ed., Elsevier, 2008

Artigos:

MEHRA, R.; PRESCOTT, E. C. . The quity premium: a puzzle. **Journal of monetary economics**. , v. 15 , n. 2 , p. 145-161 , 1985. ; Disponível

em: <https://www.academicwebpages.com/preview/mehra/pdf/The%20Equity%20Premium%20A%20Puzzle.pdf>. Acesso em: 23 mai 2019.

FAMA, E. F.; FRENCH, K. R.. The cross-section of expected stock returns. **The journal of finance**. , v. 47 , n. 2 , p. 427-465 , 1992.

ANALYSIS OF THE ECONOMIC ENVIRONMENT II

Carga Horária Total: 80

Ementa:

Monetary policy. Quantitative easing. Economic policy and behavior of 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: US, UK, Brazil, Eurozone, 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:

BLANCHARD, O., **Macroeconomia**, 5ª ed., Pearson - Prentice Hall, 2011
MISHKIN, Frederic S. , **The Economics of Money, Banking and Financial Markets**, 8ª ed., Pearson - Prentice Hall, 2006
KRUGMAN, Paul R.; OBSTFELD, Maurice., **International Economics**, 10ª ed., Prentice Hall, 2015

Artigos:

MADDOCK, R.; CARTER, M. A child's guide to rational expectations. **Journal of economic literature**. , v. 20 , n. 1 , p. 39-51 , 1982. ; Disponível

em: <http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=3&sid=6f4eb326-c6e4-483fb207-b9f814295284%40sessionmgr4010>. Acesso em: 23 mai 2019.

Bibliografia Complementar

Livros:

ANDREW, B. A., **Macroeconomia** , 6ª ed., PEB - Pearson, 2008

SACHS, J. D.; LARRAIN B., F., **Macroeconomia**, a ed., Pearson, 2000
BAIN, Keith; HOWELLS, Peter., **Monetary Economics: Policy And its Theoretical Basis**, 2ª ed., Palgrave Mcmillan, 2003
CHAMP, Bruce; FREEMAN, Scott., **Modeling Monetary Economies**, 2ª ed., Cambridge University Press, 2001
SARGENT, Thomas J., **Dynamic Macroeconomic Theory**, a ed., Harvard University Press, 1987

Artigos:

FRIEDMAN, M.. The role of monetary policy. **American economic review.** , v. 58 , n. 1 , p. 1-17 , 1968. ; Disponível

em: <http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=0&sid=a47d61e1-40d3-40db-bc75-5d7ec90a06a4%40sessionmgr4006>. Acesso em: 23 mai 2019.

ESTRELLA, A.; MISHKIN, F. S.. Predicting U.S. Recessions : financial variables as leading indicators.. **The review of economics and statistics.** , v. 80 , n. 1 , p. 45-61 , 1998. ;

Disponível em: <http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=4&sid=faa5f7dc-e44b-4962-86aa-2ecff9633dc0%40sessionmgr4006>. Acesso em: 23 mai 2019.

BEHAVIORAL ECONOMICS AND FINANCIAL MARKETS

Carga Horária Total: 80

Ementa:

In economic theory, the standard model of behavior is that of a perfectly rational, self-interested utility maximizer with unlimited cognitive resources. In many cases, this provides a fair approximation to the types of behavior that economists are interested in. However, over the past 30 years, psychologists, experimental and behavioral economists have documented ways in which the standard model is not just wrong but is wrong in ways that are important for economic outcomes. Understanding these behaviors, and their implications, is one of the most exciting areas of current economic inquiry. The aim of this course is to provide a grounding in the main areas of study within behavioral economics, including temptation, fairness and reciprocity and reference dependence.

Objetivos:

For each area we study three things:

1. The evidence that indicates that the standard economic model is missing some important behavior;
2. The models that have been developed to capture these behaviors;
3. Applications of these models to the financial markets.

Conteúdo Programático:

The course applies behavior economics to financial markets. We use a trading software with real time data where students apply, in practice, bounded rationality, herd behavior and choice under uncertainty - key elements from behavior economics. We create trading positions of stock indexes, interest rates and currencies. Using the software, students trade futures and derivatives. The choice of buying or selling any asset is a decision that is based on economic analysis but is also deeply affected by psychological reasonings. Our intention is to show that behavior economics can be applied to the financial markets in general, and to trading, in particular.

Bibliografia Básica

Livros:

KREPS, D. 2018. Notes on the Theory of Choice (ebook version) New York: Routledge.
KAHNEMAN, D. 2011. Thinking Fast and Slow. (ebook version 2018). New York: Farrar, Straus and Giroux.
SCHILLER, R. 2000. Irrational Exuberance. (ebook version, 2015). New Haven: Princeton University Press.

Bibliografia Complementar

Livros:

SARGENT, T. 1994. Bounded Rationality in Macroeconomics. New York: Clarendon Press.
THALER, R. and CASS SUNSTEIN. 2009. Nudge: Improving decisions about Health, Wealth and Happiness (ebook version). New York: Penguin books.
MURPHY, J. 2011. Technical Analysis of the Financial Markets. New York: NYIF.
SHWAGER, Jack. Market Wizards (MW), New York: Harper Collins, 1989.
SCWAGER, Jack. The New Market Wizards (NMW), New York: Harper Collins, 1992.

Artigos:

MULLANAITHAN, Sendhil; THALER, Richard. Behavioral Economics. NBER Working Paper 7948, <http://nber.org/papers/w7948>, October 2000
KAHNEMAN, D. (2003) "Maps of Bounded Rationality: Psychology for Behavioral Economics." American Economic Review, 93(5): 1449-1475.

CIRCULAR ECONOMY: DESIGN FOR THE FUTURE

Carga Horária Total: 80

Ementa:

The future is our contemporary!

So are its challenges and possibilities for solutions. The course proposes a deep incursion in the future as it provides to all students a set of theoretical, practical and group work experiences aimed at identifying and designing solutions to problems that lie ahead. In this sense, the course builds upon a project-based learning approach in which the development of a Circular Economy intervention guides learning and reflection.

The course converges towards the search for epistemological and methodological integration between Economics, Business and Engineering at INSPER. The course unfolds upon three articulated axes.

The **first axis develops the concept of Circular Economy** through lectures and a handful of real circular solution cases. Circular Economy is an advanced economic and harmonious industrial system that relies on the systematic application of strategies that slow, close or narrow material and energy flows aiming for a sustainable future (KIRCHHERR; REIKE; HEKKERT, 2017). Ideally, the cycles of materials – technical and biological nutrients – and energy enable reducing to zero the need for additional resource input and waste leakage to maintain a specific system (ELLEN MACARTHUR FOUNDATION, 2013). Issues such as systems thinking (MEADOWS, 2008), natural capital valuation (COSTANZA, 1997), servitisation (STAHEL, 1997), sharing economy (RIFKIN, 2014), and life-cycle engineering (UNEP, 2007) are central for the Circular Economy concept and will be discussed throughout the development of the first axis. It sustains the conceptualisation of an envisioned system and definition of the metrics to evaluate the solutions proposed.

The **second axis involves comprehending the role of Systems Thinking to achieve transitions** into radically new sociotechnical structures like the Circular Economy. Thinking in systems enables understanding the complex network of causes and effects emanating from a problematic system (MEADOWS, 2008), e.g. the linear economy threatening Earth stability

(STEFFENS et al.,2015). Envisioning and creating paths for the transition to the desired situation is enabled by understanding the causal structure of the as-is system. On the other hand, path dependence from cultural and infrastructural conditions restrict the options for today's interventions. Also, interventions may enact rebound effects, i.e. unintended systemic responses that can even overcome envisioned benefits. This way, Systems Thinking is embedded in this course to facilitate defining and prioritising viable paths of transition from a linear to a Circular Economy.,

The **third axis** unfolds in the **development of an intervention in the form of a business model and compelling narrative of change**. Students will be encouraged to envision a longterm intervention, to backcast to a solution that enables that desired future right away, and to carry out experimentation of such solution through minimal viable products and prototypes towards implementation. Design good practices and methods will be provided to the teams (e.g. IDEO, 2016, LOORBACH, 2010). Students should develop the narrative necessary for validating the proposed business model along with users and specialists.

In this course, designing for the future means conceptualising, prioritising and experimenting interventions that enable the Circular Economy.

Objetivos:

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

- Understand and represent systems composed of multiple causes and feedback structures.
- Understand the Circular Economy concept and identify ideal cases that exemplify its application.
- Select and apply methods to design, prioritise and experiment interventions to achieve a more desired (and more circular) future within a specific context.

Throughout the course, students will be stimulated to develop skills such as teamwork and communication.

Conteúdo Programático:

1. Axis 1: Circular Economy
 - a. The Anthropocene and the Linear Economy flaws
 - b. CE Concept and related schools of thought
 - c. Types of circular solutions and cases classification
2. Axis 2: Systems Thinking
 - a. Developing Multiple Cause Diagrams
 - b. Assessing future behaviour and impacts
3. Axis 3: Intervention design (Hands-on)
 - a. Designing for Transitions
 - b. Circular value design and experimentation

Bibliografia Básica

Livros:

ELLEN MACARTHUR FOUNDATION. Towards the circular economy: Economic and business rationale for an accelerated transition. Cowes, UK: [s. n.], 2013. E-book.
MCDONOUGH, William; BRAUNGART, Michael. Cradle to Cradle: Remaking the way we make things. New York: North Point Press, 2010.
MEADOWS, Donella H. Thinking in Systems: a Primer. London: Earthscan, 2008.

Bibliografia Complementar

Livros:

BOCKEN, Nancy et al. Product design and business model strategies for a circular economy. *Journal of Industrial and Production Engineering*, v. 33, No.5, p.308-320, 26 abr. 2016.

FRIEDMAN, Thomas L. *Thank You for Being Late: An Optimist's Guide to Thriving in the Age of Accelerations*. New York: Farrar, Straus and Giroux, 2016.

GRIGGS, David et al. Sustainable development goals for people and planet. *Nature*, v. 495, p. 305-307, 21 mar. 2013.

IDEO. *The Circular Design Guide*. 2017. Disponível em:

<https://www.circulardesignguide.com/>. Acesso em: 19 abr. 2019.

LOORBACH, Derk. Transition Management for Sustainable Development: A Prescriptive, Complexity-Based Governance Framework. *Governance: An International Journal of Policy, Administration, and Institutions*, v. 23, n. 1, p.

161-183, Jan 2010.

Artigos:

SIMON, Herbert A. *The Sciences of the Artificial*. 3. ed.: The MIT Press, 1996. 231p.

STAHEL, Walter. Circular Economy. *Nature*, v. 531, p. 435-438, 24 mar. 2016.

STAHEL, Walter. The service economy: 'wealth without resource consumption'. *Philosophical Transactions of the Royal Society A, Great Britain*, v. 355, n. 1728, p. 1309-1319, 1997.

CONSUMER BEHAVIOR: SCIENCE AND PRACTICE

Carga Horária Total: 80

Ementa:

Cognitive biases. Influence by peers. Commercials. Government. Customer and consumer behavior. Consumers' decisions. Cognitive and emotional decision-making. High-involvement and low-involvement decision-making. Compensatory and noncompensatory decision-making. Psychology, social psychology, academic marketing, and behavioral economics.

Objetivos:

You will:

- Learn key theories and research from the behavioral sciences that help us understand consumer behavior;
- Develop an understanding of consumer's value and limitations and apply these concepts and theories in developing and evaluating marketing strategies;
- Develop your skills in managing and implementing a multi-step group project and practice oral and written communication skills;
- Analyze a case study to identify how the featured organization used insights about the consumer decision-making process to design a marketing campaign for a new product;
- Examine how social media, co-creation and customer involvement, and "conscience" marketing are reshaping consumers' decision-making process, and analyze these developments' implications for marketers.
- be able to conduct marketing research, which will include developing research designs in order to build and analyze an experiments.
- be able to communicate market research results effectively.

Conteúdo Programático:

This course is divided in three main groups of contents:

- 1) Consumer Focused Strategy
 - Consumer Evaluation and Choice
 - Consumer Segmentation and Positioning
 - High-involvement versus low-involvement
 - Overview of Consumer Decision Making
 - Risk and Consumer Decision Making
 - The importance of studying consumer behavior
- 2) How consumer Process Information
 - Affect and Motivation
 - Automatic Information Processing
 - Learning and Memory
 - Perception and Attention
 - Personality and Self-Concept
 - Persuasion Through Social Influence
 - Persuasion: Attitude and Judgment
- 3) Contemporary Strategies for Marketers
 - Co-creation involvement
 - Cultural Differences
 - On Line Consumer Behavior
 - Social Media
 - Word of Mouth Strategy
- 4) Marketing Research Techniques
 - One on one Interview and Projective Techniques
 - Quasi-Experimental and Field Experiment Design

Bibliografia Básica

Livros:

MALHOTRA, N. K., **Marketing Research: An Applied Orientation**, 6ª ed., Pearson, 2010
SOLOMON, M. R.; BAMOSSY, G.J.; ASKEGAARD S. , **Consumer Behaviour: A European Perspective**, 1ª ed., Prentice-Hall, 2009
BLACKWELL, D. R.; MINIARD, P. W.; ENGEL, J. F. , **Consumer Behavior**, 10ª ed., Thomson/South-Western, 2006

Artigos:

PUCCINELLI, N. M. et al.. Customer experience management in retailing: understanding the buying process. **Journal of retailing**. , v. 85 , n. 1 , p. 15-30 , 2009. ; Disponível em: <https://www.sciencedirect.com/science/article/pii/S0022435908000869?via%3Dihub>. Acesso em: 23 mai 2019.

Bibliografia Complementar

Livros:

ARIELY, D.; SIMON J. , **The Upside of Irrationality: The Unexpected Benefits of Defying Logic at Work and at Home**, 1ª ed., Harper, 2011
KENRICK, D. T.; NEUBERG, S. L.; CIALDINI, R. B, **Social Psychology: Goals In Interactions ALC and REVEL Social Psychology Package**, 6ª ed., Pearson Education , 2014
FEINBERG F. T; KINNEAR T. ; TAYLOR J. ,, **Modern Marketing Research: Concepts, Methods and Cases**, 2ª ed., South-Western College Pub, 2012
HOYER, W. D.; MACINNIS, D. J.; PIETERS, R., **Consumer Behavior**, 6ª ed., Cengage Learning, 2013
KARDES, F.; CLINE T.; CRONEY M. L., **Consumer Behavior Science and Practice.**, 1ª ed., Cengage Learning, 2011

Artigos:

REYNOLDS, T. J.; GUTMAN, J.. Laddering theory, method, analysis, and interpretation. **Journal of advertising research.** , v. 28 , n. 1 , p. 11-31 , 1988. ; Disponível em: <http://eds.b.ebscohost.com/eds/pdfviewer/pdfviewer?vid=3&sid=1e22c265-76cf-4828-83ca-274a04b39c47%40sessionmgr102>. Acesso em: 23 mai 2019.

DIBB, S.; SIMKIN, L.. Targeting, segments and positioning. **International journal of Retail and distribution management.** , v. 19 , n. 3 , p. 4-10 , 1991. ; Disponível em: <https://www.emeraldinsight.com/doi/pdfplus/10.1108/09590559110143800>. Acesso em: 23 mai 2019.

CROSS-CULTURAL MANAGEMENT

Carga Horária Total: 80

Ementa:

Culture and corporate culture; cultural intelligence; introduction to international management, CAGE distance framework, organization of MNE activity; dimensions of national culture, Trompenaars' model of national culture differences; managing diversity, stereotyping, prejudice, and discrimination; communicating, negotiating, building trust and resolving conflicts across cultures; working with multicultural groups; expatriates, expatriate adjustment.

Objetivos:

In an interconnected world, it is not companies that go abroad, it is their people. These people are already overwhelmed with tasks and now they need to interact with other individuals with different cultures. These situations can cause stress, misunderstandings and/or frictions. Besides this, not all of us are good at working effectively in different cultural settings. In order to be successful, what are the aspects that need special attention? Why are they important? How can difficult cross-cultural situations be handled? These are some of the questions that we intend to discuss during this course. At the end of it, we hope that our participants will be better prepared for future work assignments abroad.

Conteúdo Programático:

- Culture and corporate culture
- Cultural intelligence
- International management: an introduction
- Dimensions of national culture
- Managing diversity
- Cross-cultural communication
- Global teams and conflict resolution
- Challenges of expatriation process

Bibliografia Básica

Livros:

HOFSTEDE, G.; HOFSTEDE, G. J.; MINKOV, M., **Cultures and Organizations: Software of the Mind.**, 3ª ed., McGraw-Hill, 2010

TROMPENAARS, F.; HAMPDEN-TURNER, C., **Riding the Waves of Culture:**

Understanding Diversity in Global Business., 3ª ed., McGraw-Hill Education, 2012

THOMAS, D. C.; PETERSON, M. F., **Cross-Cultural Management: Essential Concepts**, 3ª ed., SAGE Publications, 2015

Artigos:

KIRKMAN, B. L.; LOWE, K. B.; GIBSON, C. B.. A quarter century of culture's consequences: a review of empirical research incorporating Hofstede's cultural values framework.. **Journal of international business studies**. , v. 37 , n. 3 , p. 285-320 , 2006.

Bibliografia Complementar

Livros:

MOLINKSY, A., **Global Dexterity: How to Adapt Your Behavior Across Cultures**

without Losing Yourself in the Process,^a ed., Harvard Business Review Press, 2013

THOMAS, D. C.; INKSON, K., **Cultural Intelligence: People Skills for Global Business**,
2^a ed., Berrett-Koehler Publishers, 2009

REYNOLDS, S.; VALENTINE, D.; MUNTER, M. M., **Guide to Cross- Cultural**
Communications, 2^a ed., Prentice Hall, 2010

LEWIS, R. D., **When Culture Collide: Leading Across Cultures**, 3^a ed., McGraw-Hill
Education, 2010

HOUSE, R. J. et al., **Strategic Leadership Across Cultures: GLOBE Study of CEO**
Leadership Behavior and Effectiveness in 24 Countries., 1^a ed., SAGE Publications,
2013

Artigos:

JAVIDAN, M. et al. . Conceptualizing and measuring cultures and their consequences: a comparative review of GLOBE's and Hofstede's approaches. **Journal of international business studies**. , v. 37 , n. 6 , p. 897-914 , 2006.

ADLER, N. J.. Cross-cultural management research: the ostrich and the trend.. **Academy of management review**, . , v. 8 , n. 2 , p. 226-232 , 1983.

DECISION MAKING AND NEGOTIATION

Carga Horária Total: 80

Ementa:

Analysis of problem structuring and biases in decision making; Conceptual models and analysis of distributive and integrative negotiations; Comparing strategy and tactics for multiparty negotiations; Self-assessment for decision skills and conflict management.

Objetivos:

Negotiation is a core management competency. This course presents conceptual models, tactical approaches and self-assessment tools to help one develop negotiation skills. By the end of the course it is expected that each participant has developed his/her ability to successfully negotiate, especially in four aspects: efficacy in achieving results, process efficiency, stress reduction and preservation of personal relationships. Attendance and preparation are mandatory, as well as the readings assigned for each topic.

Conteúdo Programático:

1. Essentials of Negotiation
2. Preparation and Research – PSS and negotiation dynamics
3. Decision-making process – models and biases
4. Two Party, one issue – Distributive Negotiation
5. Two party, multiple issues – Integrative Negotiation
6. Team negotiation
7. Multiple parties, multiple issues

8. Intra organization negotiations
9. Cross Cultural Negotiation
10. Special topics (social dilemmas, ADRs).

Bibliografia Básica

Livros:

FISCHER, R.; PATTON B., **Getting to Yes: negotiating agreement without giving in**, 2ª ed., Imago, 1997
THOMPSON, L. L., **The Mind and Heart of the Negotiator**, 4ª ed., Prentice Hall, 2009
SHELL, G. R. , **Bargaining for advantage** , 2ª ed., Penguin, 2006

Bibliografia Complementar

Livros:

BAZERMAN, M.; NEALE, M. A., **Negotiating Rationally**, 1ª ed., Free Press, 1992
BAZERMAN, M., **Judgement in Managerial Decision Making**, 6ª ed., John Wiley, 2005
RAIFFA, H., **The Art and Science of Negotiation**, 1ª ed., Harvard University Press, 1985
PFEFFER, J., **Managing with Power**, 1ª ed., Harvard Business School, 1992
LAX, D. ; SEBENIUS, J., **3D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals**, 1ª ed., Harvard Business Review Press;, 2006

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.** , ^a ed., Wiley & Sons, 2013

KNAPP, Jake. Sprint, **How to Solve Big Problems and Test New Ideas in Just Five Days.**, ^a ed., Simon & Schuster, 2016

HATCH, Mark., **The Maker Movement Manifesto: Rules for Innovation in the New World of Crafters, Hackers, and Tinkerers,** ^a ed., McGraw-Hill, 2016

Artigos:

Brown, Tim. . Design thinking. **Harvard business review** . , v. 86 , n. 6 , p. 84 , 2008.

Bibliografia Complementar

Livros:

OSTERWALDER, Alexander; PIGNEUR, Yves, **Business Model Generation: A Handbook for visionaries, game changers, and challengers.** , ^a ed., John Wiley & Sons, 2010

OSTEWALDER, Alexander; PIGNEUR, Yves; BERNARDA, Greg; SMITH, Alan. , **Value Proposition Design: How to Create Products and Services Customers Want,** 1^a ed., Wiley, 2014

RIES, Marcus; SUMMERS, Diana, **Agile Project Management: A Complete Beginner's Guide to Agile Project Management,** ^a ed., , 2016

VEZZOLI, Carlo; KOHTALA, Cindy; SRINIVASAN, Amrit; DIEHL, J. C.; FUSAKUL, Sompit Moi; XIN, Liu; SATEESH, Deepta. , **Product-Service System Design for Sustainability,** 1^a ed., Greenleaf Publishing Limited, 2014

MOHR, Lawrence B. , **Explaining organizational behavior,** ^a ed., Jossey-Bass, 1982

Artigos:

Liedtka, Jeanne. . Learning to use design thinking tools for successful innovation. **Strategy & Leadership** . , v. 39 , n. 5 , p. 13-19 , 2011.

IDEO.ORG. Design Kit. . , 2014. ; Disponível em: <http://www.designkit.org/>. Acesso em: 24 mai 2019.

WETTERSTEN, Jon; MALMGREN, Dean.. What Happens When Data Scientist and Designers Work Together?. **Harvard Business Review.** , 0.

BASON, C; AUSTIN, R. . The Right Way to Lead Design Thinking. **Harvard Business Review.** , 0.

DIGITAL MARKETING

Carga Horária Total: 80

Ementa:

Digital economy. Technology. Communications with consumers. Consumer Data. Location-based messaging and shared communication. Digital tools, monitoring tools. Social networking. Networked based predictive modeling. Targeting and referral strategies. Value producing.

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**, ^a ed., Mc Graw Hill, 2008
FARRIS, Paul W.; BENDLE, Neil T.; PFEIFER, Phillip E.; REIBSTEIN, David J., **Marketing metrics: 50 + metrics every executive should master**, ^a ed., Wharton School Publishing, 2007

SHIH, Clara Chung-wai, **The Facebook era: tapping online social networks to market, sell and innovate**, 2^a ed., Prentice Hall, 2011

Artigos:

KANNAN, P.K.; LI, H. A.. Digital marketing: a framework, review and research agenda. . **International journal of research in marketing**. , v. 34 , n. 1 , p. 22-45 , 2016. ; Disponível

em: <https://www.sciencedirect.com/science/article/pii/S0167811616301550?via%3Dihub>.

Acesso em: 24 mai 2019.

Bibliografia Complementar

Livros:

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

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

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

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

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

Artigos:

BORGES, M. T. P. M.; VERISSIMO, J. M. C. . Digital marketing and social media: why bother? . **Business horizons**. , v. 57 , n. 6 , p. 703-708 , 2014. ; Disponível

em: <https://www.sciencedirect.com/science/article/pii/S0007681314000949?via%3Dihub>.

Acesso em: 24 mai 2019.

FLOREDDU, P.B.; CABIDDU, F.; EVARISTO, R.. Inside your social media ring: how to optimize online corporate reputation. **Business horizons**, v. 57, n. 6, p. 737-745, 2014. ; Disponível

em: <https://www.sciencedirect.com/science/article/pii/S0007681314000998?via%3Dihub>.

Acesso em: 24 mai 2019.

INTERNATIONAL DEVELOPMENT: STRATEGIES AND PRACTICES

Carga Horária Total: 80

Ementa:

This course discusses the literature on the role of the state policies, vis-à-vis private institutions and the 3rd sector, in promoting social and economic development. We will connect those studies with a broader literature on poverty reduction, economic development, and the reform of the state. It looks at major public policy strategies carried out by Brazil governments aiming at poverty alleviation and socio-economic development in a comparative perspective with policies implemented worldwide. The course seeks to inform students of the historical and contemporary dynamics of social and economic development policies in a comparative perspective, focusing on domestic and international policies.

Brazil is undergoing a period of heightened change and development. These changes might have led to some tensions and uncertainties, but also points out to innovative processes, which leads to distributional consequences and improved quality of life across the society. The primary objective is to sort out which processes, practices, and strategies have been central to successful policies and what role state structures plays in the process of development.

We will look at major social and economic policies, touching upon fiscal reform, urban and agrarian development policies, development agencies' roles, and micro-finance, innovation, and industrial policy.

This course will set out a basic economics and public management framework to understand the problems faced by emerging countries and use it to evaluate the issues and challenges they endure. It also addresses some of the promises and dilemmas of creating and implementing policies, through a number of best practices studies, which suggest that there is a smart and best way to impact the countries where we live.

Objetivos:

The students will be able to understand and criticize current development problems and strategies around the world, particularly in emerging economies. It is expected that the students will be able to evaluate policies in different contexts, both domestically and internationally.

The students will be able to:

1. Understand and analyze a definition of "development" and other development goals/objectives (eg, well-being, prosperity, human development, sustainable development, global justice, etc.) as a goal of policies aimed at reducing global poverty
2. Describe the major competing approaches that aim to explain why some countries/individuals within countries have better human development outcomes than others

3. Discuss the role of politics in these processes and identify ways in which the politics and policy of development incorporates concerns about equity, efficiency, and effectiveness in the allocation of opportunities, resources, and rights
4. Explain the role of public and private institutions, organizations, ideas, and individuals and how they interact to create and transform the world in terms of public and private policy
5. Identify the major lessons learned from successful interventions and the challenges to scaling up effective interventions

Conteúdo Programático:

1. Intro: Why a Politics Of Development? Development for whom?
2. Development Indicators
3. Development Economic Theories Overview
4. The Development Project and Discourse
5. Long-Term Determinants Of Development Success: Geography and History
6. State-Building: Institutions
7. Development, Democracy, and Corruption
8. Security, Violence and Citizenship
9. Rights-Based Approaches to Development

Bibliografia Básica

Livros:

Acemoglu, Daron and James A. Robinson, 2013, *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*. (selected chapters)

Banerjee, Abhijit Vinayak and Esther Duflo, 2012, *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty* (selected chapters).

Ha-Joon Chang, *Bad Samaritans: The Myth of Free Trade and the Secret History of Capitalism* (selected chapters).

Raymond Fisman and Edward Miguel, *Economic Gangsters: Corruption, Violence, and the Poverty of Nations* (selected chapters).

Sen, Amartya, 1999, *Development as Freedom*. Oxford University Press (selected chapters).

Bibliografia Complementar

Livros:

Robert Wade, "The Developmental State: Dead or Alive," *Development and Change* Vol. 49. No. 2 (2018), pp. 518-546.

Daron Acemoglu, James Robinson, and Simon Johnson, "Disease and Development in Historical Perspective," *Journal of the European Economic Association*, April/May 2013.

Owen Barder, "The Implications of Complexity for Development," Kapuściński Lecture, Center for Global Development, August 15, 2012, <http://www.cgdev.org/media/implications-complexity-development-owen-barder>

Wolfgang Sachs, "Development: The Rise and Decline of an Ideal," Wuppertal Institute Paper, Number 108, August 2000, <http://econstor.eu/bitstream/10419/49106/1/332536696.pdf>.

Owen Barder, "The Implications of Complexity for Development," Kapuściński Lecture, Center for Global Development, August 15, 2012, <http://www.cgdev.org/media/implications-complexity-development-owen-barder>

Artigos.

James Ferguson with L. Lohmann (1994). "The anti-politics machine: 'development' and bureaucratic power in Lesotho." *The Ecologist* 24(5).

Diana Mitlin, Sam Hickey, and Anthony Bebbington, "Reclaiming development? NGOs and the challenge of alternatives," Global Poverty Research Group, 2006
Duncan Green, Stephen Hale, and Matthew Lockwood, "How can a post-2015 agreement drive real change? The political economy of global commitments," Oxfam, October 2012
Gilbert Rist, "Development as a Buzzword," Development in Practice.
Nancy Birdsall, "Reframing the Development Project for the Twenty-First Century," Center for Global Development
United Nation. "A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development," The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, United Nations, 2013

SUSTAINABLE DESIGN

Carga Horária Total: 80

Ementa:

Sustainable product design. Green design principles, methods and materials. Life cycle assessment tools. Product service system strategies. System perspective.

Objetivos:

The student will be able to:

- 1) Learn about the impacts people are having on the natural environment
- 2) Analyze environmental impact of different products and activities
- 3) Learn and apply principles that govern sustainability to hands-on practical case studies
- 4) Propose recommendations and strategies to decrease environmental impact of activities or products

Conteúdo Programático:

- 1) Understanding environmental impacts: ecological damage, human health damage, resource depletion
- 2) Understanding an activity or experience: delineate user experience, describe needs addressed, quantify usage patterns
- 3) Assess activity's impact: Life-cycle assessment, consumption behavior, product reverse engineering
- 4) Reimagining activity: generate ideas for redesigning activity or experience and develop systems concepts approaches for new ideas
- 5) Sustainability Strategies: eco-design strategies, framing strategies
- 6) Systems Strategies: leverage points, product-service systems
- 7) Communicating sustainability

Bibliografia Básica

Livros:

WHITE, P., **Okala Practitioner: Integrating Ecological Design**, ^a ed., Okala Team, 2013
CARSON, R., **Silent Spring**, ^a ed., Houghton Mifflin Company, 2002
MANZINI, E., VEZZOLI, C., **Product-Service Systems and Sustainability**, ^a ed., United Nations, 2000

Artigos:

HARDIN, G.. The tragedy of the commons. **Science.** , v. 162 , n. 1243-1248 , 0. ;
Disponível em: <http://www.sciencemag.org/content/162/3859/1243.full.pdf>. Acesso em: 23
mai 2019.

Bibliografia Complementar

Livros:

McDONOUGH, W.; BRAUNGART, M., **Cradle to Cradle: Remaking the way we make things.** , 1ª ed., North Point Press, 2002

BROER, M., LEON, W., **The Consumer's Guide to Effective Environmental Choices: Practical Advice from The Union of Concerned Scientists,** a ed., Harmony, 1999

RANDERS, J, **2052: A Global Forecast for the Next Forty Years,** a ed., Green Publishing, 2012

BENYUS, J.M., **Biomimicry: Innovation Inspired by Nature,** a ed., Harper Perennial, 2002

MEADOWS, D.H., RANDERS, J., MEADOWS, D.L., **Limits to Growth: The 30-Year Update,** a ed., Chelsea Green Publishing, 2004

Artigos:

WORLD WIDE FUND FOR NATURE. Living planet report. . , 2016. ; Disponível em: http://awsassets.panda.org/downloads/lpr_living_planet_report_2016.pdf. Acesso em: 23 mai 2019.

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

Artigos:

DASS, M.; Kumar, P.. Bringing product and consumer ecosystem to the strategic front.. **Business horizons**, v. 57, p. 225-234, 2014. ; Disponível em: https://ac.els-cdn.com/S0007681313001870/1-s2.0-S0007681313001870-main.pdf?_tid=d51de126-3b00-4abf-94de-dd7bf83de058&acdnat=1535569103_1630bcc297b11690c1663de4224ac03d. Acesso em: 14 jun 2019.

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

Artigos:

KUMAR, P.; KUMAR, S.; DASS, M.. From competitive advantage to nodal advantage: ecosystem structure and the new five forces that affect prosperity.. **Business horizons.** , v. 58 , n. 4 , p. 469-481 , 2015. ; Disponível em: <https://www.sciencedirect.com/science/article/pii/S0007681315000403?via%3Dihub>. Acesso em: 14 jun 2019.

HARSEN, M. T.; BIRKINSHAW, J. . The Innovation value chain. HBR Spotlight. **Harvard business review.** , v. 85 , n. 6 , p. 121-130 , 2007. ; Disponível em: <http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=0&sid=96f9cc49-b8c0-4d52-ac71-97bf197148f8%40sessionmgr4010>. Acesso em: 14 jun 2019.