

Course Descriptions

Full-Time MBA

ADM731 – ORGANIZATIONAL BEHAVIOR – 30 HOURS – 2 CREDITS

The course is anchored in research tradition, realities (both theory and examples of different kinds of organizations are found in the reading of chapters from the recommended book prior to class) and in challenges. Challenges are the opportunities we have to grow and develop both as individuals and organizations. In this course challenges take the form of role-plays and group activities (experiential exercises – EE) for proactive learning with a focus on critical thinking and a multicultural approach. The course focuses on timeless topics like attitudes, values and ethics, motivation, learning and performance management, communication, decision-making, leadership and followership, power and political behavior, conflict and negotiation, organizational culture, and managing change.

ADM749 – BUSINESS RESEARCH METHODS – 30 HOURS – 2 CREDITS

This course discusses frameworks, processes and compositional approaches for designing qualitative, quantitative, and mixed methods research in social sciences.

ADM735 – CAREER DEVELOPMENT – 45 HOURS – 3 CREDITS

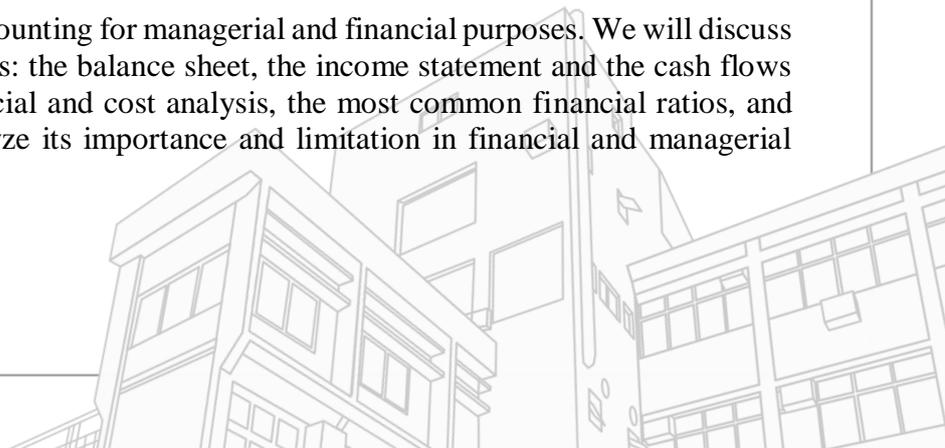
This course addresses the career development process from a strategic viewpoint.

ADM760 – QUANTITATIVE METHODS I – 30 HOURS – 2 CREDITS

This course provides an underpinning and understanding of numerical techniques used in the business world to aid decision making. The analysis of data in accounting, finance, marketing, operations and human resources is based on the same underlying principles, and this course exposes students to data from each of these disciplines and methods for their application. Students will get immediate exposure to graphing and describing the data with summary measures, including measures of variability and association. Probability and distributions are then introduced to formalize the story behind the data, and the concept of an estimator is introduced as a means of making inferences about the broader population. Confidence intervals and hypothesis tests follow and, with the last weeks spent on the topic of Simple Linear Regression.

ADM767 –MANAGERIAL & FINANCIAL ACCOUNTING – 30 HOURS – 2 CREDITS

This course will cover the basics of accounting for managerial and financial purposes. We will discuss the most important financial statements: the balance sheet, the income statement and the cash flows reports. We will also talk about financial and cost analysis, the most common financial ratios, and their meanings. Finally, we will analyze its importance and limitation in financial and managerial decisions.



ADM773 – FINANCIAL MANAGEMENT – 15 HOURS – 1 CREDIT

This 15-hour course is designed for students to gain basic financial concepts. It will cover the foundations for investment analysis, risk analysis, bond and stock valuation. Capital investment decisions will be also discussed, with many financial concepts used on a daily basis by professionals of the area.

ADM721 –MARKETING – 30 HOURS – 2 CREDITS

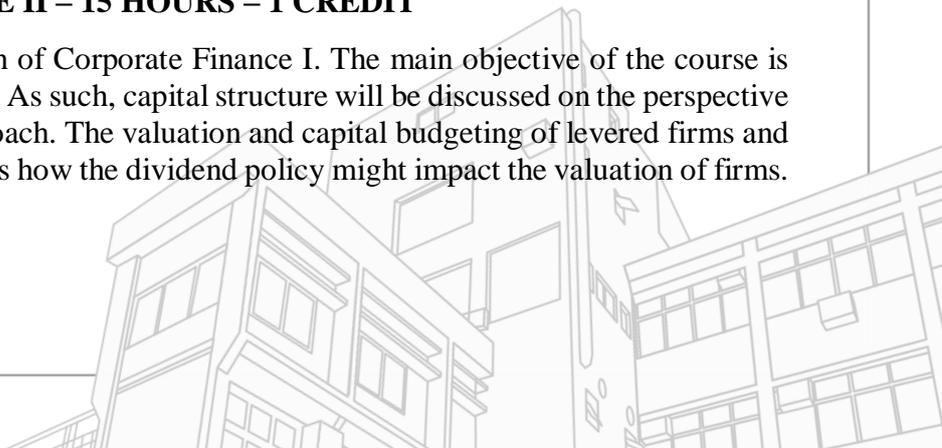
The objective of this course is to familiarize the participants with the main concepts and techniques in marketing through an overview of its central themes, offering a fundamental introduction to the field and allowing better integration with other courses to come in the Full-Time MBA program. What would lead a company to build a marketing orientation? As markets become more competitive and consumers become more demanding, value-oriented and fragmented in their demands, companies that are more geared towards their customers are more likely to succeed. Marketing can then be seen as a "business philosophy" that aims to sustain long-term profitability and the belief that the best way to achieve this is through focusing on consumers and clients. It should be emphasized, however, that this type of orientation or "business philosophy" does not intend to cherish or emphasize those areas of the company more directly related to marketing activities. Rather a consumer-driven orientation comes from a company as a whole, it is not exclusively function of the marketing department. The more the company is customer-oriented, the more it will be successful in its production decisions, innovation skills, financial strategies, cost of sales optimization and so on.

ADM730 – FUNDAMENTALS OF STRATEGIC THINKING – 15 HOURS – 1 CREDIT

Thinking Strategically is as much needed as it is challenging. Sweeping changes that began during the XVIII century – and that are still under way – have been replacing family-centered social systems by organizations shaped and designed with defined purposes. Business organizations constitute a special class of these modern social systems, playing an increasingly important role all over the world. The firm is thus a social system that is deliberately organized and formatted to attain defined economic goals. Firm strategies constitute an essential aspect of the management of the company, encompassing its operating design and countless adaptations an organization must go through when facing a dynamic environment. As managers progress in their careers, they play increasingly more important roles in taking strategic decisions that trigger large-scale changes within the company as well as elsewhere. Some strategic changes are successful, while others are not. This gives rise to the question: "Why are some organizations successful while others fail?" which has provided inspiration for scholars studying the strategic management of firms. In order to help answer this question, researchers and consultants in the strategy area have proposed several analytical tools and concepts. In this course, we will explore some of these concepts and tools. In addition, we will focus on one change process that contributes valuable insights into business success and failure – the growth process of organizations.

ADM717 – CORPORATE FINANCE II – 15 HOURS – 1 CREDIT

This 15-hour course is the continuation of Corporate Finance I. The main objective of the course is to discuss long-term financing of firms. As such, capital structure will be discussed on the perspective of Modigliani and Miller seminal approach. The valuation and capital budgeting of levered firms and projects will also be discussed as well as how the dividend policy might impact the valuation of firms.



ADM727 - CONSUMER BEHAVIOR – 30 HOURS – 2 CREDITS

The base for marketing thinking is that consumers should be at the center of everything in the organization. We need there to understand consumption process. This course is organized in a way that the students will build a consumer behavior project. This project will be presented to a managerial committee in the final day of the course. The course structure was planned in a pragmatic way, involving current environment faced by companies. It also takes into account the agility in gathering the necessary information for companies to approach consumer behavior. This committee will comprise professors and representatives of sponsoring companies of the Coppead's Center of Consumption Studies such as L'Oréal Brasil, FIAT and Coca Cola. For this reason, I am going to select the general theme that should meet actual challenges and interests in consumer behavior. The course reviews theoretical contributions from anthropology, psychology and sociology, and it also includes labs, readings, lectures and discussions.

ADM729 - BRAND MANAGEMENT – 15 HOURS – 1 CREDIT

Brands are an intriguing and complex phenomenon. A pervasive presence in consumer lives. A fundamental asset to marketers and stakeholders. Something to be protected and consistently built with the right managerial tools, to obtain long-term sustainable value. An important part of the literature on branding reflected a managerial perspective, and it focused on the understanding of the right strategies to measure, build, maintain or maximize brand value to the company. This effort gave birth to important concepts - e.g. brand equity, brand identity, brand architecture - that constitute the fundamental axes of brand management. Nevertheless, the last twenty years saw a different turn in the research on branding. The rise of a cultural perspective on consumer behavior research inspired several theorists to develop a critical approach to branding as a cultural, social and historical phenomenon. This group shed light into the action of consumers, society and even the popular culture on brands, fostering a more complex approach to the concept. Brands consist of a negotiated set of shared meanings, between companies and consumers, consumers and society, companies and society. This new recent wave of branding literature, based on a cultural perspective, claims that companies detain a limited control over their brands, and the process of building brand value has a complex political profile, for its constant implied negotiation of brand meaning with society.

ADM732 - SERVICE INNOVATION – 15 HOURS – 1 CREDIT

The main aim of innovation studies is to seek to explain how successful organizations emerge, grow and outperform their competitors in increasingly competitive markets. The key question is: how do these organizations solve their problems using innovative solutions that enable them to achieve sustainable competitive advantages over their competitors? We have focused our research efforts on this leading question, but have also been drawn into taking a closer look at service activities. Over recent years, progress in the service sector and in the whole spectrum of service activities, has led us to question the many concepts and practices that were structured on the basis of our knowledge of the ways that industry worked. It is no different when it comes to innovation. Services are flourishing. They can be a driving force behind whole sectors, and indeed behind entire regions. Researchers and managers are now faced with the challenge of how to explain this, given the specific nature of services and ever-present demands of the market. Services have attained a prominent role in industry, either as a way of adding value to products or as an inducement for many companies to completely reposition themselves in the market. The basic idea behind this course is to research on, and improve knowledge about, innovation in services, as well as the role of services in the wider innovation universe. The course aims to generate an uninhibited discussion about services: their characteristics, and how principally they can help us to understand and handle innovation. To do this we need to call on the knowledge acquired in different disciplines, as well as to immerse ourselves in a critical analysis of the concepts, methods and practices that innovation studies have succeeded in absorbing

from industry. This is the main goal of the course, and to achieve it we look, in our course, at what we consider to be the main approaches to service innovation: for example, the relationship between strategy and innovation in services, how to manage innovation, how to develop new services and how to properly understand the innovative role of services in the manufacturing sector that has been termed “servitization”.

ADM741 – INFORMATION TECHNOLOGY & DEVELOPMENT – 15 HOURS – 1 CREDIT

The relationship between technology and society has been increasingly paradoxical in our century. If on one hand the technological development has brought great advances in the quality of life and productivity in many regions of the world, on the other hand its omnipresence in all spheres of human life and the different levels of penetration in different areas has also been a source of tensions and criticism. Research in ICT - information and communication technologies - point to a positive contribution of these technologies for social development in various areas of activities, such as health, education, employment and many others. The positive effect is mainly through increased access to information and reduction of communication costs. Internet and mobile phones have great potential for improving health and education systems and in fighting regional and social inequalities. However, these benefits are not being fully realized for a number of reasons of a different nature, which can be analyzed from different perspectives. The course will be taught through lectures, case discussions, case discussions presented by the students and readings to promote discussions on the adopted literature. The course is structured in 4 meetings covering different topics related to the subject of ICT4D.

ADM744 - STRATEGY AND INNOVATION – 45 HOURS – 3 CREDITS

The objective of this elective course is to provide COPPEAD’s MBA students a comprehensive introduction to strategy in today’s networked economy. The course will cover three major topics: i) Business ecosystems - a broader view of the business landscape, encompassing several industries; ii) Emerging technologies - coming from fields as different as biotech, nanotech, artificial intelligence, they have the potential to change current industry boundaries and disrupt business models and leading companies; iii) Scenario planning - preparing companies to deal with major uncertainties and different futures. Emerging technologies are dramatically changing our everyday life, disrupting established industries while giving rise to radically new ways of value creation. Many industries have been forever impacted by these forces while some other important ones - energy, life sciences, education - are on verge of major changes. During the last fifty years we have experienced technologies, such as microchips, that in every 18 months doubles its performance and have their price tag cut in half. This pattern was first identified by Dr. Gordon Moore, co-founder of Fairchild Semiconductors and Intel, and became known as Moore’s Law. Later the same behavior was identified for telecommunications, with the rise in bandwidth and decline in price. This became true for all information and communication technologies. In the last two decades, the Genome project produced a similar case. Nowadays gene sequencing can be done for less than US\$ 1,000. Recently created companies based upon those technologies experience exponential growth, both in customer base and revenues, beating incumbent companies in several different business. Examples are Waze and Uber in mobility; AirBNB in lodging, Google in advertisement, Netflix in electronic entertainment and Human Longevity in Healthcare. This affects industries, businesses, companies, work processes, consumers, professionals, citizens and countries. An adequate comprehension of these phenomena is critical to managers and practitioners alike, as well as the development of methods and techniques to guide companies, markets and governments throughout this transformation processes. This course will provide a step-by-step, case based process that will introduce and use the key concepts for innovation based strategy: ecosystems, emerging technologies and scenario planning.

ADM763 - ECONOMETRICS – 30 HOURS – 2 CREDITS

This course provides students with econometric techniques and methods applied in the fields of finance, and management. This course aims to provide students with econometric techniques and methods, enabling them to understand and analyze empirical work in the areas of finance, and management. We will cover a variety of topics within this course and make extensive use of econometric software packages as tools of quantitative and statistical analysis. The topics of the course are: Simple linear regression model; Multiple linear regression model; Multicollinearity; Incorrect functional form and structural change; Non-linear regression functions; Regression with binary variables; Heteroskedasticity; Autocorrelation; Regression with panel data.

ADM775 - CORPORATE FINANCE I – 15 HOURS – 1 CREDIT

This course is the first part of a two-part course on Corporate Finance. The main objectives of the first half are i) to define concepts and to discuss the intrinsic relationship between risk, return, and cost of capital; ii) to review pricing models that represents the core of the modern finance theory. As such, we begin studying risk and return for bonds and stocks, the Capital Asset Pricing Model (CAPM), the Arbitrage Pricing Theory (APT), and the Weighted Average Cost of Capital (WACC). We'll also discuss how risk is related to the cost of capital and the notion of efficient capital markets.

ADM791 - OPERATIONS MANAGEMENT – 30 HOURS – 2 CREDITS

The course aims to provide the foundations of Operations Management for full-time MBA students. The course presents the key terminology, main concepts and management tools that together form Operations Management as a management discipline. In particular, along the course, the interconnections with other areas of management are explored. Therefore, the issues addressed in this module are relevant not only for those who wish to specialize in Operations Management, but also for those who intend to follow other areas of expertise within the Business Management discipline. The Operations Management course discusses examples from manufacturing, services and retail sectors to show the transversal nature of concepts and tools in Operations Management. This course is also a preparation for all the electives offered by the Operations, Technology & Logistics department at COPPEAD. Discussions cover: Understand the systemic nature of decisions in Operations and learn how to map, analyse and assess processes; Understand the five performance objectives: cost, speed, reliability, flexibility and quality; as well as their impact to Operations and its relationship with the sustainability imperative; Identify the four key dimensions of Operations: volume, variety, variability and visibility, as well as the match between process typology, technology and layout; Learn the basic tools for planning and controlling capacity and quality issues; Understand the impact of the lean paradigm to Operations; Reflect on the impact of current trends, such as digital technology, the information economy and 3D printing to the Operations function.

ADM753 - INTERNATIONAL ENTREPRENEURSHIP – 15 HOURS – 1 CREDIT

This multidisciplinary course is based on entrepreneurship case studies from different parts of the world. It aims to provide students with a multidisciplinary practical perspective that draws from core functional disciplines, with the purpose of widening their capacity of adaptation of concepts (and their perception of opportunities), in terms of entrepreneurship, to the Brazilian reality, thus drawing lessons that may apply to Brazil, by means of the study of international cases that are considered classics and timeless for the purpose of the intended learning outcomes. The term entrepreneurship applies not only to start-ups but also to entrepreneurial spirit in large corporations. This multidisciplinary course is based on entrepreneurship case studies from different parts of the world. Students are required to read the scheduled cases before class. Questions for each case will be

distributed together with the cases at the beginning of the course so that students can optimize their contribution and work in groups to prepare for final discussion/debriefing in class of different topics related to each case. Groups will be randomly selected to present their findings in class in connection with the different proposed questions for each case.

ADM783 - BUSINESS ETHICS – 15 HOURS – 1 CREDIT

This course consists of two parts. The first part is a more theoretical discussion of the relevance of fundamental ethical issues for business, like e.g. moral universalism versus relativism, or the scope of the moral responsibility of corporations. The background literature of these discussions will be made available and is mentioned below. We will avoid esoteric philosophical jargon, but not rigor and precision in spelling out arguments. The second part consists in the discussion of some specific issues (like, e.g. ethical aspects of marketing, or HR, or whether or not a CEO should be Machiavellian, etc.) and some complex cases. Attention will be paid to the geographical and cultural diversity of these cases (that is: we will not only discuss the typical U.S. cases).

ADM716 - PORTFOLIO MANAGEMENT – 15 HOURS – 1 CREDIT

This class offers an introduction to asset pricing and portfolio management. It employs basic knowledge about the Brazilian financial market and its main securities and starts by approaching portfolio theory through Markowitz portfolio optimization and single factor models until the discussion of the models of valuation of financial assets used in practice, such as the CAPM, APT and other empirical models. We will take a closer look at the stock market. The fixed income market may not be discussed at all.

ADM723 - INTERNATIONAL MARKETING – 15 HOURS – 1 CREDIT

International Marketing is an elective discipline designed for students with interests in Marketing strategy and International Business. The objective of this course is to provide an understanding of how the global environment (mainly cultural differences, but also political, legal and other issues) affect the marketing strategy and international expansion of a company. The course is designed to stimulate curiosity about management practices of companies seeking international opportunities and to raise the reader's consciousness about the importance of viewing marketing management strategies from an international perspective. In line with other disciplines in the masters' program, this course makes extensive use of participatory teaching methods, such as article in-class discussions, students' presentations and the case method. In addition, as part of an academic master program, the reading, understanding and discussion of scientific articles to allow deepening of the analysis and discussion of theoretical issues will also be demanded.

ADM746 - ELECTRONIC GOVERNMENT – 15 HOURS – 1 CREDIT

Electronic Government is a multidisciplinary research domain which studies the use of information and communication technologies (ICT) in the context of public policy making (smart governance, open government, and digital divides), smart government operations (transformation, innovation, management, organization, infrastructure, interoperability, emergency management, safety, and security), citizen engagement and interaction (eparticipation, transparency, collaboration, and digital democracy) and government services. Numerous disciplines contribute to this intersection of research, such as computer science, information systems, information science, political science, organizational sciences (public administration and business administration), sociology and psychology among others.

ADM765 - PLATFORM MANAGEMENT – 30 HOURS – 2 CREDITS

The course examines the challenges faced by companies in digital networks, where common rules fail to explain its dynamics, requiring a new set of frameworks. Furthermore, network effects led few companies to thrive, leading to a “winner-takes-all” environment. Contemporary “winners”, like Google or Facebook, remind us that there is not much left for losers in platform-mediated markets. The advent of digital markets entails significant changes in business, companies and industries to reach consumers, suppliers, professionals and citizens as a whole. For example, traditional rules such as value-based pricing and barriers to entry may no longer hold. This issue has been the subject of several recent studies and represents a large and growing share of the world economy. Understanding the dynamics of platforms is fundamental, not only for digital companies. For business managers, it is essential to understand this phenomenon, to develop tools and techniques to avoid strategic mistakes and to drive business during this period of transformation. The main topics are: Platform-mediated markets and networked businesses; Marketing dynamics and challenges for networked markets; Winner-takes-all dynamics and platform envelopment; Digital Offers; New paradigms in Communication; Distribution opportunities and challenges; Pricing in digital markets.

ADM770 - JUDGMENT AND DECISION MAKING – 30 HOURS – 2 CREDITS

The field of Judgment and Decision Making (JDM) is largely a formal one (similar to mathematics). Its principles and findings are applicable to a wide range of disciplines, including psychology, medicine, social policy, law, economics, and accounting among others. During this course, we are going to focus on management and business situations. The study of JDM usually has two main approaches: normative and descriptive. The first is about how decisions should be made. The second seeks to understand how decisions are effectively made. Although we will discuss both approaches, the latter one will be the main focus of our course, since the former is also addressed in, probably, all the other courses of COPPEAD's full-time MBA. We start with the normative decision process and then discuss many situations where the decisionmakers don't follow it. It is important to understand in which contexts those situations can happen, but also why the decision-makers act in that way, and the consequences, good or bad, for the individual and for the organizations.

ADM772 – VALUATION – 15 HOURS – 1 CREDIT

This course covers business and equity valuation. The goal of the course is to provide students with practical tools and methods to analyze and evaluate publicly and privately-traded companies. This course aims to provide students with valuation tools and techniques, enabling them to value a broad range of assets, such as business and equity valuation. The topics of the course are: Free cash flow basics (net present value, internal rate of return, payback); Measuring and forecasting free cash flow; Cost of capital (equity, debt and weighted average cost of capital); Market multiples.

ADM781 - SPORTS SPONSORSHIP – 30 HOURS – 2 CREDITS

The main objective of this course is to address a selected set of relevant issues related to sports sponsorship, offering a fresh perspective on this subject mainly through a deep analysis of the studies developed at the Center for the Study of Sports Marketing at COPPEAD, established with the mission to expand knowledge on the subject in the Brazilian context. Although sponsorship is not an exclusively sporting phenomenon, over the last four decades, sponsorship has become synonymous with sports. Indeed, in many markets across the world, sports account for the significant majority of all spending by sponsors. Sponsors view sports as one way of reaching target audiences and getting

people to notice them. Sports are also a route through which a corporation can build its image. There are B2B benefits too: sponsorship is often the focus for corporate hospitality and networking, and for the joint development of new products and technologies. For sports, at one level sponsorship is a source of revenue; at another, it can form the basis for a collaborative relationship with a sponsor and a way to engage fans and customers. For fans, sponsorship can be contentious (some see it as the over-commercialization of sports) but also hugely beneficial, for instance, in the way sponsorship programmes create an experience around sports properties they are linked to¹.

¹Chadwick, S.; Chanavat, N.; Desbordes, M. Sponsorship. In: Chadwick, S.; Chanavat, N.; Desbordes, M. (Eds). Routledge Handbook of Sports Marketing. London: Routledge, 2016c. Part II, p. 69.

ADM792 - SERVICE OPERATIONS MANAGEMENT – 15 HOURS – 1 CREDIT

Service Operations Management addresses the design and management of systems for services. This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. In other words, it takes an operations point of view to look at companies in the service sector. The objective of this course is to increase students' abilities in solving problems that service manager's face. To do so, this course will combine operations, marketing, and human resources aspects of services using both readings and cases. The course is focused on preparing students to identify and apply appropriate management processes to ensure quality oriented service operations, value creation to the customer and operational excellence.

ADM795 – SUPPLY CHAIN MANAGEMENT– 30 HOURS – 2 CREDITS

The Supply Chain Management (SCM) field covers the management of the flow of products, information, people and finance between the diverse members of a Supply Chain. The supply chain perspective provides the framework for businesses and their business partners to jointly plan and execute the delivery of goods and services and organize the flow of information efficiently and effectively in a sustainable manner to final customers. The world has been observing an increase in international trade and worldwide sourcing volumes since the 1990's at a steadily rate. The global flow of goods, services, and finance accounted for 36% of the world's GDP in 2012, and the value will triple by 2025 (McKinsey Global Institute, 2014). As world trade grows, more firms consider globally distributed suppliers and production/distribution facilities. The SCM module addresses the flow of goods, services and finance between firms in multiple countries and discusses the changing environmental characteristics such as the ever-increasing pressure of competition, the consolidation of global production, sustainability pressures and the recent movements of reshoring. The module establishes the foundations of SCM, to present the most prominent frameworks and tools available to support decision making in SCM, and to discuss in which ways these tools have been/ can be applied in real life examples. The learning outcomes of this module are: Understanding the strategic and systemic nature of decision making in SCM as well as its relationship with current trends such as the sustainability imperative; Understanding the key decisions that are part of the SCM framework, i.e. from forecasting demand, to decisions related to inventory, transportation, and warehousing, and finally to managing relationships with suppliers and other business partners; Understanding how the above decisions interact between them, as well as their interconnections with the other management functions such as marketing, finance and information technology; Learning how to use the SCM toolset to real life situations aiming to improve corporate performance and manage expectations from multiple stakeholders in any sector, be it manufacturing, service or retailing.

ADM762 – INOVATION AND DESIGN THINKING – 30 HOURS – 2 CREDITS

Innovation is a fundamental driver of competitiveness for firms around the world. However, bringing innovations to market is a managerial challenge. In this course, we will approach innovation issues

from the manager's perspective, since building an organization that can continuously generate and commercialize innovations is one of the core concerns of managers. Therefore, it is essential that students understand the tools and techniques for managing innovation, and the focus is on the processes that managers can use to manage innovation effectively, emphasizing Design Thinking. Through Design Thinking, it will be possible to acquire a new set of tools for finding and developing innovative alternatives for addressing strategic business problems. The aim of the course is to motivate students towards innovations and encourage them into innovation management problematic. Student will be familiarized with the innovation process, including applicable methods and techniques of innovation management - more specifically the Design Thinking.

ADM790 – INTERNATIONAL BUSINESS MANAGEMENT – 15 HOURS – 1 CREDIT

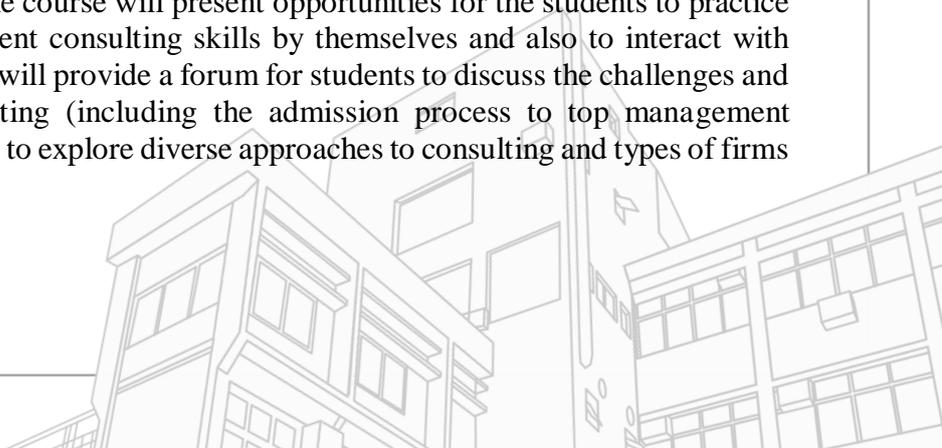
The course aims to present the main theories that deal with the phenomenon of the internationalization of companies and discuss cases of firms operating in international markets. Thus, participants will have the opportunity to link theoretical view to the practical application of the subject. Main objectives are: (i) To familiarize students with the main theoretical currents that deal with the phenomenon of internationalization of companies; (ii) To show how these theories can be useful for understanding the phenomenon of internationalization; (iii) To allow the use of these theories as basis for managerial decisions in several aspects of internationalization strategies.

ADM748 – QUALITATIVE RESEARCH IN MARKETING – 45 HOURS – 3 CREDITS

A sensitive analysis and organized approach to consumer behavior, preferences and lifestyles offers innovative solutions that reorganize the market, create new ways to target consumers and establish sustainable advantages. Marketing research becomes a core technology for business competitiveness, since without the daily inspiration from the consumer's everyday world, the creative and commercial efforts can become myopic, because they are unaware of the final destination. Qualitative research, by virtue of its' flexible character and closer look into consumer life, offers fertile ground for generating insights. Consuming research should not be an activity restricted to research and marketing departments. Nor should it be a passive relationship, placing the contracting company at the mercy of the technical recommendation of the research "expert". A more proactive attitude requires managers with a deeper understanding of marketing research specificities and processes. The course provides students with an introduction to the principles and use of qualitative methods used in Marketing research. Participants will undertake an entire Qualitative research project – including the initial briefing, preparing and conducting data collection, interviews, analysis and presentation of the final results.

ADM725 – MANAGEMENT CONSULTING SKILLS – 30 HOURS – 2 CREDITS

This course draws on the latest relevant research and practice to pursue two primary objectives: introduce students to the skills needed to be good at consulting as an external management consultant or as an employee working inside a company; and, allow students to explore consulting as an industry and a career choice (pros and cons). The course will present opportunities for the students to practice some of the most important management consulting skills by themselves and also to interact with senior consultants from the industry. It will provide a forum for students to discuss the challenges and best practices in management consulting (including the admission process to top management consulting firms), allowing the students to explore diverse approaches to consulting and types of firms in the field of management consulting.



ADM751 – INTERPRETATIONS OF BRAZIL – 15 HOURS – 1 CREDIT (offered in Portuguese)

Brazil has experienced recently a lot of challenges in the political area, leading instability for all of society that, unprepared, try to understand the current events and possible developments. In this context, this course proposes to think about Brazilian reality, providing analytic tools and different perspectives that propitiate deep reflections and “a look out of the box”. The focus is to understand Brazil from three analytical axes: 1) political institutions, 2) cultural characteristics, 3) economic approaches.

ADM780 – CORPORATE SUSTAINABILITY IN BRAZIL – 30 HOURS – 2 CREDITS (offered in Portuguese)

The course discusses fundamentals and procedures for the insertion of socio-environmental aspects in the management of organizations, associating them with long-term performance and contributing to the identification of risks and opportunities. Being an elective discipline and for a heterogeneous class, it adopts horizons broadening approach and not technical expertise. Special attention is devoted to the Brazilian environment and the country's insertion in international social and environmental issues, examining the performance of Brazilian organizations.

ADM752 – BRAZILIAN MACROECONOMICS – 30 HOURS – 2 CREDITS (offered in Portuguese)

The course aims to analyse Brazilian macroeconomics, taking into account the main economic policies implemented recently and their main effects on the economic activity level, inflation, public accounts and external accounts. Also we will discuss the great challenges we are facing.

ADM718 - GLOBAL ECONOMICS – 15 HOUS – 1 CREDITS

This course aims at providing students, through econometric techniques, tools to analyze the economic impact of macroeconomic, institutional and governance variables on Low-income countries (LIC), Emerging Markets (EM) and Advanced Economies (AD). More specifically, the econometric analysis of global panel data will be used in order to study empirical works of financial development and sovereign credit. Econometric software packages - like Eviews, will be used as tools of quantitative and statistical analysis. The topics of the course are: macroeconomic; institutional and governance of LIC, EM and AD; global economic prospects; world bank data; global database analyses; fixed effect panel analysis; dynamic panel analysis; financial development; international monetary fund data; sovereign credit.

ADM738 – BANKING – 30 HOUS – 2 CREDITS

This course covers the main topics of banking literature. The objective is to analysis the empirical evidence of the relationship between bank behavior and macroeconomic variables, through time series analysis and panel data analysis. Such econometric tools will be used to analyze the behavior of banks and their effect on the economy. The main financial risks – from a macroeconomics perspective, will be analyzed. Econometric software packages - like Eviews, will be used as tools of quantitative and statistical analysis. The topics of the course are: bank behavior; financial stability; financial crises and bank behavior; liquidity risk and financial intermediation; credit risk; credit risk in the macroeconomic perspective; credit-gap and other measures; risk taking channel; the solvency risk; procyclicality of banks; capital buffer and macroprudential policy; financial disintermediation.

ADM704 – RESEARCH SEMINAR I – 45 HOURS – 3 CREDITS

Guidelines for research development for thesis. Specific bibliography is used per student, depending on their research theme.

ADM705 – RESEARCH SEMINAR II – 45 HOURS – 3 CREDITS

Guidelines for research development for thesis. Specific bibliography is used per student, depending on their research theme.

