



Doing Business in Brazil

Coordinator: Prof Isabela Baleeiro Curado

I. Module Overview

Course Description

Doing Business in Brazil aims to consolidate the connections between academic and corporate environments. The course will enhance awareness of the Brazilian culture and way of doing business. It also has the purpose of stimulating the production of new ideas and encouraging students to review their personal purposes and values. Subject areas covered will include Brazilian Culture; Brazilian Social, Political and Economic Dimensions; Economy; Sustainability, and Entrepreneurship. DBB Brazil is two week program.

This course focuses on Management within the context of global and international markets.

The “Doing Business in Brazil” course aims at showing that management in any organization must be analyzed as a component in which the different actors (suppliers, manufacturers, retailers) as well as the different functions (marketing, production, finance) interact. Understanding and mastering the relationships between these different areas will improve the effectiveness (achieving the objectives) and the efficiency (achieving the results at least cost) of the system.

With increasing levels of internationalization and demands on efficiency and effectiveness, the course focuses on the role of management and how it is a source of competitive advantage. With a mix of teaching methods including company visits and lectures, the course aims at introducing the student to the complex and dynamic nature of management.

II. Teaching and Learning Approach

The teaching and learning approach has two main components:

- In class activities: Lectures, delivered by professors, designed to provide participants with conceptual frameworks of DBB. Examples and experiences from the professors as well as from the participants will be used for illustration purposes.
- Company Visit: To better understand the topics addressed in class practitioners will be invited to share their experiences and perspectives with the participants.

III. Attendance Policy

Attendance and full participation is essential to the experiential learning for intensive, international programs. All students must attend all required sessions which may include lectures and corporate visits.

IV. Program Contents

DAY 1:

Lecture 1: Introduction to Brazil

Prof Isabela B. Curado

Introduction to Brazilian culture and its influence at the business environment. Brazilian managerial practices are seen at this discipline; topics:

- Brazilian culture; Brazilian Business settings; managerial Brazilian practices

DAY 2

Lecture 2: Brazilian Social, Political and Economic Dimensions

Prof Claudio G. Couto

A general overview about Brazilian society and its characteristics; topics:

- Heterogeneities; poverty and inequalities; ethnicity (race and advertisement) and the Brazilian political system

Lecture 3: - Entrepreneurship in Brazil

Prof Pedro Tonhozi

At this topic are discussed the investments opportunities, how to start a business and the mistakes that entrepreneurs often commit; topics:

- Informal economy; corruption; market growth; productivity increase

DAY 3

Lecture 4: Brazilian Economy

Prof Sergio Goldbaum

The history of the Brazilian economy, the liberalization of the domestic market to new investors, the actual scenario and international environment and perspectives to the future; topics:

- Key facts and economic activities; Domestic market and international scenario and perspectives

Lecture 5: Brazilian Capital Markets

Prof Lauro E. Gonzalez

The discipline covers the importance of finance and introduces key financial and economic indicators; topics:

- Capital and stock Markets; Banks and Capital Markets

DAY 4

Lecture 6: Infrastructure Challenges

Prof Priscila L. S. Miguel

Brazilian infrastructure and the challenges and opportunities of this Market; topics:

- the factor matrix of transports and the necessity of changes; the Brazilian programs of investment.

DAY 5

Lecture 7: The Brazilian Consumer Market

Prof Benjamin Rosenthal

A general view of the evolution of several consumption markets in Brazil, the economic impact of the 2014-2016 crisis and its effects on consumption habits; topics:

- the economic situation; regional differences and social classes; consumer markets evolution

DAY 6

Lecture 8: Ethics and Corporate Social responsibility in Brazil

Professor Mario Aquino Alves

At this discipline are discussed ethics and its influence at the Brazilian business environmental, topics:

- Ethical decisions; opportunities and diversity at job, corruption and corporate philanthropy

Lecture 9: Brazilian Labour Market - Challenges Faced by HR

Prof Denise D Poiani

Labor relations in Brazil, its bureaucracy aspects, the changes at this Market are the themes of this discipline; topics:

- labor rights in Brazil; Global scenario; bureaucracy in labor relations and weakening of trade unions

DAY 7:

Lecture 10: Marketing for Low income

Prof Benjamin Rosenthal

The growth of emerging economies like China, India, and so many other poor nations, is encouraging a growing interest in the study of the Low Income Markets, and companies are beginning to recognize the aspirations and peculiar needs of this segment in order to develop successful company strategies to market to this consumer segment.

- Low Income Consumer Behavior, Business Models for the Base of the Pyramid.

Lecture 11: Legal Aspects of Doing Business in Brazil

Prof Anna Lygia Rego

In this topic the students will learn about the Brazilian legal system and will discuss the restrictions on foreign investment, the options of entrance in Brazil; topics:

- Intellectual property; restrictions on foreign investment and options of entrance at domestic market.

DAY 8:

Lecture 12: Brazilian Firms in the Global Economy

Prof Jorge Carneiro

Brazilian firms as late entrants in the global economy. Brazilian firms as world champions. Brazilian multinationals among other emerging market multinationals. The role of firms and the role of government in the internationalization of Brazilian firms.

- multinationals, global economy, internationalization

Company Visit: Natura

Complete information about company's history, strategy, operations and results can be found at Natura Investors' website: <http://natu.infoinvest.com.br/static/enu/sobre-a-natura.asp?idioma=enu>

V. Professors CV

Lecture 1: Introduction to Brazil



Professor: Isabela Baleeiro Curado

Ph. D. in Business Administration - FGV EAESP

Isabela Baleeiro Curado holds a Bachelor degree in Social Science from São Paulo University - USP and a PhD in Business Administration from FGV/EAESP (Escola de Administração de Empresas de São Paulo, São Paulo, Brazil.) She is an Organizational Behavior and Management professor in the General and Human Resources Management Department

She is also the Director of the Doing Business in Brazil Program. She has held several positions at FGV/EAESP such as the Associate Dean of CEDEA - Coordenadoria para o Desenvolvimento do Ensino e Aprendizagem (Center for Teaching and Learning Development).

At present her research interests are mainly on the subjects of Community Development in Protected Areas, Protected Areas Management and innovation in teaching and learning.

Lecture 2: Brazilian Social, Political and Economic Dimensions



Professor: Claudio G Couto

Pos-Doctor In Political Science - Columbia University - 2006

Professor Couto graduated in Social Sciences at Universidade de São Paulo (1991), has a master (1994) and a doctor degree (2000) in Political Science from Universidade de São Paulo (1994), and a post-doctorate from Columbia University (USA) with the support of CAPES - Coordenação de Aperfeiçoamento de Pessoal de Nível Superior - Brazilian Association for the Development of Higher Education Personnel (2005-2006).

He received of the Brazilian Association of Political Science (ABCP) the prize Brazil Olavo de Lima Jr., awarded the best Brazilian paper on political science of the biennium 2006-2008, for work in co-authorship with Rogério Bastos Arantes (USP-DCP).

Lecture 3: Entrepreneurship



Professor: Pedro T de Oliveira

Ph.D. in Entrepreneurship - Univ Missouri - 2017

Pedro Tonhozi de Oliveira is a professor at Fundação Getulio Vargas. He has professional experience in the areas of entrepreneurship, project management, and innovation in national and international medium and large corporations. Strong experience in defining strategies to attract and retain new clients, as well as coordinating and evaluating teams and projects. He was a visiting assistant professor at Western Kentucky University, and a Postdoctoral Fellow in the Department of Entrepreneurship and Innovation at the University of Missouri-Kansas City's Henry W. Bloch School of Management. He earned a Ph.D. in Entrepreneurship & Innovation and Telecommunications & Computer Networking from the University of Missouri-Kansas City in 2017; and a Bachelor's in Electrical Engineering from the Federal University of Parana in Brazil in 2011. Pedro's expertise spans the entrepreneurship field, focusing on entrepreneurial crowd-funding and finance, new product development, Bayesian, artificial Intelligence (AI), and big data.

Lecture 4 - Brazilian Economy



Professor: Sergio Goldbaum

Doctor in Economics - FGV-EAESP - 2005

Professor Goldbaum graduated in Economics from Universidade de São Paulo - USP (1992), holds a master degree (1997) and a doctor degree (2005) in Economics from Fundação Getulio Vargas - SP. At present he is a non-tenure professor at Fundação Getúlio Vargas - SP, economist at Secretaria de Saneamento e Energia do Estado de São Paulo (the São Paulo State Secretary of Sanitation and Energy) and consultant at GPM Consultoria Econômica. He has experience in the Economics area with focus on Industrial Organization and Industrial Studies working particularly in the themes of antitrust, regulation, international trade and labor economy.

Lecture 5: Brazilian Capital Markets



Professor: Lauro Emilio Gonzalez Farias

Doctor in Economics - FGV/EAESP 2007

Professor Lauro Gonzalez holds a doctor degree in Economic and is professor of Finance at FGV-SP. He is also the Coordinator of the Microfinance Study Center (GVcemf) of FGV-EAESP.

He was a Fellow of the Microfinance Management Institute, based in Washington, and a visiting researcher at Columbia University (NYC). Since 1997, He has worked on consulting projects and advisory services for companies such as Serasa, ABN-Amro, BASA, among others.

Recently, He gave lectures on Microfinance in China (Building Credit Information System in China) and at Stanford University.

Lecture 6: Supply Chain and Logistics



Professor: Priscila Laczynski de Souza Miguel
Doctor in Business Administration - FGV - 2012

Graduated in Chemistry engineering by Universidade Estadual de Campinas - 1995, master degree and doctor in Management by FGV-EAESP. Works in research at CElog-EAESP; editor of the Operations and Supply Chain Management Journal. She has participated of the Executive Organization Committee of the 8th Iberoamerican Academy Conference at FGV-EAESP. Teaches at Management and Operations department since 2011

Lecture 7: Brazilian Consumer Market



Professor: Benjamin Rosenthal
Doctorate in Business Administration - FGV EAESP

Professor Benjamin Rosenthal holds a doctorate's degree in Business Administration from FGV-EAESP, a master's degree in Experimental Psychology from PUC-SP and a bachelor degree in Business Administration from FGV-EAESP. He is a marketing professor at FGV- EAESP in the subjects of Social Media Marketing, and Marketing Research.

Professor Benjamin is an experienced Executive in the Marketing field with over 15 years of experience in consumer goods in global, large and complex organizations.

Among the executive positions occupied by Professor Benjamin, are: Marketing Intelligence

Manager at Cervejarias Kaiser (Heineken), Brand Manager at Cervejarias Kaiser, Colgate-Palmolive, Adam's and Kraft Foods and Economy Analyst at Banco Votorantim. Besides working for global companies in Brazil, Benjamin has also worked in consulting and market research projects for several companies in Technology, Real State, Pharmaceuticals, Beauty and Personal Care, etc

Lecture 8: Ethics and CSR in Brazil



Professor: Mario Aquino Alves

Doctorate in Business Administration - FGV EAESP

Mario Aquino Alves holds a bachelor in Law (1996), from Universidade de São Paulo and a bachelor degree in Public Administration (1991), Master (1996) and Doctor degree (2002) in Business Administration from FGV-EAESP.

He was Visiting Researcher in Centre for Voluntary Organization da London School of Economics-LSE (Reino Unido). He is currently a tenure professor of Fundação Getulio Vargas-SP and member of Research Line Government and Civil Society in Sub-National Context. He is researcher level 2 of CNPq.

He is professor of master and PhD courses in Public Administration and Government of FGV-EAESP. He has experience in Public Administration with focus in Organizations Theory, acting mainly with the following research subjects: Third Sector, Organizations theory, public policies, and qualitative methods of research, discourse analysis and narrative analysis.

Lecture 9: Brazilian Labour Market**Professor: Denise P. Delboni****Doctor in Business Administration - FGV-EAESP**

Professor Delboni has a Doctor degree from FGV-EAESP, a Master degree from FEA-USP, a bachelor degree in Business Administration from Universidade Mackenzie. She is a lawyer and professor in Post-graduation programs in CEAG/FGV and PUC-COGGEAE and in undergraduation programs at FGV-EAESP and PUC. She is the Coordinator of Corporate Law of Work from GVLaw. She worked in important companies such as Companhia Suzano de Papel e Celulose and Johnson & Johnson. She is the author of several articles published in international congresses and, more recently, of the book *Relações Trabalhistas e Negociação Coletiva no Brasil e na União Européia* edited by LTr.

Lecture 10: Marketing for Low income**Edgard Elie Roger Barki****Doctor in Business Administration - FGV-EAESP - 2010**

At present, he is a Marketing Professor at FGV-SP. He holds a Ph.D from FGV-EAESP. He also has an MBA in Marketing from Universidade de São Paulo (USP) and a degree in Business Administration from FEA-USP (Faculdade de Economia, Administração e Contabilidade da USP). Professor Barki is a co-organizer of the book *Retail for Low income Consumers*. He works as a consultant in Marketing and Strategy.

Lecture 11 - Legal Aspects of Doing Business in Brazil



Professor: Anna Lygia Rego

PhD in Economic and Financial Law from the University of São Paulo (USP)

PhD in Economic and Financial Law from the University of São Paulo (USP). Specialist in Energy Regulation and Economics from UFRJ. Graduated in Economics at the Federal University of Rio de Janeiro (UFRJ) and in Law at the State University of Rio de Janeiro (UERJ). Professor of the undergraduate course in Law at Universidade São Judas Tadeu and lawyer in São Paulo.

Lecture 12: Brazilian Firms in The Global Economy



Professor: Jorge Manoel Carneiro

Ph. D in Business Management - UFRJ

PhD degree in Business Administration from the Federal University of Rio de Janeiro. Associate Professor of Strategy and International Business at FGV São Paulo School of Business Administration (FGV/EAESP).

Chair of the strategy division of ANPAD (the Brazilian Academy of Management). Former member (2011-2016) of the board of EIBA (European International Business Academy and former member (2009-2014) of the Executive Committee of BALAS (Business Association of Latin American Studies).

Editor-in-chief of the Brazilian Administration Review (2010-2015) and associate editor of International Business Review, Multinational Business Review, Brazilian Administration Review and Management Research.

Carneiro accumulated extensive professional experience in the oil & gas and the dotcom industries.

Course Assignments

Major Group Project: Power Point & Presentation

- Purpose - The purpose of this assignment is to give students an in-depth understanding of various topics of the reality of doing business in Brazil and its economy.
- Topics - Groups (up to 4 students) should design an entry strategy (FDI) for a company that does not have any commercial relation with Brazil. The presentation should reflect at least one aspect of each lecture.
- Assignment Due - Students in their assigned groups will present their presentation on the last day of the program (up to 4 students).

Major Group Project (50%) to be sent to prof Isabela B Curado at oiip@fgv.br.

Grade criteria

How insightful is the presentation? Does it address salient lecture topics? Does it consolidate quantitative and qualitative data and impressions about the subject? Is the presentation aligned with the objectives of DBi Brazil? Is the presentation well-structured? Are the students prepared and confident? Do the students succeed in provoking unique points of view?

- 15-20 minutes (no limits of slides)
- Each group member must present on one aspect of the topic.
- Group grade given

Class Participation (20%)

- Is the student reacting to comments and other students' remarks?
- Does the student contribute to make the lecture flow?
- Individual Grade given

Reflection Paper (30%) - to be sent to professor at oiip@fgv.br.

For this assignment, each of you is expected to discuss your learning experience in this program as an individual, reflecting on the following issues:

1. What are the highlighted learning points for you from this trip?
2. How did this program help you to understand better about doing business in Brazil?
3. What thoughts do you have in terms of overcoming institutional (cultural, economic and legal) barriers for your country firms to do business in Brazil?

The report will be evaluated based on the following criteria:

- originality and depth in discussion of the study tour experience;
- organization and clarity of expressing your ideas;
- sufficient evidence supporting your learning from this program.

- Length - up to 2 pages
- Individual Grade given