EAD 780: Managing Organizations in Brazil
University of Sao Paulo, Brazil
Prof. Gilmar Masiero, gilmarmasiero@gmail.com
Mondays or Wednesdays - 9:20 a.m. to 11:00 a.m.
Sala Ruy Leme, FEA1: Room maximum capacity: 40 students.

Course description

Managing organizations in Brazil is a course that introduces students to the social scientific study of Brazilian society and its business systems. The classes cover a broad range of regional integration processes and economic, social, political, and cultural issues affecting Brazilian economic development. Considering some suggested references classes will be developed by students with the assistance of the professor and his teaching assistant. The critical thinking will be constantly required in the class room discussions, in writing reviews of articles and of a book on Brazilian affairs and the making of a final paper. Two classes will be for presentations of the book’s reviews and the final paper’s. Other two classes will be developed by senior and respected scholars in the field of management and business. By engaging with these materials and being responsible to connect colleagues in class discussions, we hope students will learn a new “culture” and becoming global citizens. Learning to deal with different economic and management issues considered by a multicultural group, students will gain a deeper understanding of contemporary economic, political and social issues in Brazil.

Primary course objectives

Students enrolled in EAD 780 Managing Organizations in Brazil are expected to:

- Develop critical thinking skills, specifically, the use of analytical and comparative reasoning. This skill will be cultivated through guided discussions and writings.
- Acquire or reinforcing foundations of academic practices regarding writing scientific papers and coordinating interactive and proactive learning sections.
- Gain familiarity with Brazilian (as well as international) data sources and developing the skills needed to find and use information to accomplish a specific task.

Assignment explanations

The classes are designed to help you to have a richer context for appreciating your experience abroad. To help students to engage in this experience, quizzes will be applied at the beginning of our classes to confirm that students have read any recommended readings prior to our meetings.

Each student must write and turn in by e-mail (maks@usp.br) prior the beginning of each class (classes # 5 to # 14) a review of one of the recommended readings or any other scientific article related to the theme of the class, written in any language. In this last case the article should also be sent with the review. The review should summarize the structure and major themes of the article and offer some thoughtful reflections on its content. The review should be 2-3 typed, double-spaced pages in length using conventional margins and font sizes.

The class will be divided into teams and each team will be responsible for producing at least one day’s content and present it to the class employing the best fitted methodology: presentations, lecturing, group dynamics and seminars, guest invited specialists etc. The team will be
responsible for the content and class presentation of case discussions, presentations, exercises and interviews with specialists and CEOs or executives of global companies operating in Brazil.

Students who actively participate in all portions of the class and avoid causing disruption will receive class participation credit.

Course requirements

Attend classes (40%): Participation in discussions is a core component of the course. For this reason, the attendance policy is very strict and writing papers reviews and answering quizzes at the beginning of each class as well as the quality of your own presentations will be considered in your final grade compounded also by a book review and a final paper. According to USP regulations, attendance is mandatory to all classes and activities, with specific minimum limit at 70% (art. 82, RG/USP).

Book review (20%): You may select any book on Brazil recently published and write a book review. The subject of the book may be related to the subjects of our class or to your final paper. Please see preliminary guidelines for writing reviews at http://library.queensu.ca/research/guide/book-reviews/how-write. The review should be 3-5 typed, double-spaced pages in length using conventional margins and font sizes and delivered by email before our tenth class: “Visions on Brazil: book reviews”

Final paper (40%): The final assignment for the class is a research report that poses and addresses a question pertaining to a contemporary issue in Brazilian society and answers the following question: What makes an entrepreneurial project (contextualization of a business opportunity, designing a solution and considering the strategies and functional imperatives to be implemented) to be considered innovative and make your working life meaningful? Guidelines will be distributed in the first class.

A note on academic honesty: The University takes academic misconduct very seriously. This course will adhere strictly to any explanation of plagiarism and any guidelines for dealing with cases of academic misconduct.

Working themes by each class

Class # 1) Syllabus presentation and case discussion on globalization
Class # 2) Regional integration: Europe
Class # 3) Regional integration: Asia
Class # 4) Regional integration: Americas
Class # 5) Latin American economic development
Class # 6) Brazil economic development
Class # 7) New conditions for development (prof. Marcovitch)
Class # 8) Business opportunities in Brazil (prof. James)
Class # 9) The Brazilian business culture
Class # 10) Visions on Brazil: book reviews discussions
Class # 11) The Brazilian political system in a historical perspective
Class # 12) Education and C&T in Brazil
Class # 13) The Brazilian labor market and industrial relations
Class # 14) The Brazilian multinationals
Class # 15) Entrepreneurial visions: Final paper presentations
Syllabus and activities

**Program and case on Globalization**

To welcome students, present the program and discuss a case on Globalization

**Recommended readings**


Chapter 2: From emerging to emerged. (pp.25-44)
Chapter 4: The new growth markets (pp.97-116)


Chapter 2: Globalization of markets and the internationalization of the firm. (pp. 28-59)

**Suggested videos:**

Video: 200 hundred years of history in 4 minutes
http://www.youtube.com/watch?v=Qe9Lw_nLFQU

Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:

Case: Diverse perspectives on globalization of markets

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**Regional integration: Europe**

To suggest corporate response to advancing economic integration and to discuss the evolution of the EU integration process.

**Recommended readings**


Chapter 10 - Europe, Africa, and the Middle East (pp 274 – 301)


**Suggested videos:**

The Economist: A Brief Summary of the history of European Union enlargement
https://www.youtube.com/watch?v=RE6QgovkLZU

World Economic Forum Turkey 2012 - The Future of European Integration
https://www.youtube.com/watch?v=z_nvW8igiw

University of Michigan An Imperfect Union: Understanding European Integration
https://www.youtube.com/watch?v=VwYzLRDG08k

Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:

Case: The bananas wars
Parliament Backs End of Banana War
http://www.youtube.com/watch?v=7KoIUdNKyQ0
Regional integration: Asia

To consider the ASEAN and APEC integration experience and to discuss the role of China in the Asian region

Recommended readings


Chapter 11 - The Asia Pacific Region (pp 302–329).

Suggested videos:

Hans Rosling fala sobre a ascenção da Ásia, como e quando http://www.youtube.com/watch?v=241XSSzYMNA

Univ. Tech. Thonburi - Asean Economics Community https://www.youtube.com/watch?v=bCiX49xmZXo

APEC: Imagine the Possibilities https://www.youtube.com/watch?v=aOCX8DoyxYo

APEC CEO Summit 2013 https://www.youtube.com/user/ApecCeoSummit2013

Keynote Panel Strengthening the Latin America-Asia Partnership https://www.youtube.com/watch?v=ctT5ntzXN1Q&list=PLKu5LLjdxPPrlhNyaDFya5YtgU5HKsWgt

Brazil China Fever https://www.youtube.com/watch?v=x7pmaXssOs8

Brazil and China Help Each Other's Economy https://www.youtube.com/watch?v=L6GyPROUzgQ

Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:

Case: Mattel’s Chinese sourcing crisis of 2007
To discuss the growing importance of trading associations among American nations and to review the main initiatives like Mercosur, UNASUR, ALADI and NAFTA

**Recommended readings:**


**Suggested videos:**

World Economic Forum Peru 2013: Integrating Latin America
https://www.youtube.com/watch?v=9A8-FiEbwRM

World Economic Forum Latin America in the Current Global Context
https://www.youtube.com/watch?v=smhLYe-CiGY

Stratfor Latin America's Economic Divide
https://www.youtube.com/watch?v=pAz-qQd4QkM

Mercosur Rises to the World Stage
https://www.youtube.com/watch?v=Dh1xvlkhyUA

CNN: 20 años del NAFTA
https://www.youtube.com/watch?v=OZ0fE39aBiE

Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:

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To outline the main structural development problems and challenges for LA to be more integrated in the world and discuss how to overcome these challenges

**Recommended readings:**


Chapter 1: Latin America and the world economy. (pp.1-21)


**Suggested videos:**

Credit Suisse Brazil and Mexico: Comparing Latin America's Giants
https://www.youtube.com/watch?v=FDIDp_3U55I

Emerging Growth in Latin America's Capital Markets
https://www.youtube.com/watch?v=d03zJ6Yks8U

Susan Segal, Americas Society/Council of the Americas
http://www.youtube.com/watch?v=-vivrR8r-ug

BBC News Latin America's Economic Boom Explained (2010)
https://www.youtube.com/watch?v=qKFu-OR4B6o
https://www.youtube.com/watch?v=hC4nVzzEhY0

Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:
To synthetize and review the Brazilian economic development since 1500 and stressing its nowadays main problematic issues like social inequalities, infrastructure bottlenecks, low education of its workforce etc.

**Recommended readings:**


Chapter 1: Introduction and overview (pp 3-9).
Chapter 2: Historical perspective (pp 11-23)

**Suggested videos:**

Primer: Brazil’s Rise to Global Player

WorldBank Brazil and Sub-Saharan Africa: Partnering for Growth
https://www.youtube.com/watch?v=OVF6gTM7Blo

Brazil in 2014 - Economic and Political Prospects
https://www.youtube.com/watch?v=jgfrrkJ6OQk

DW: Poverty and economic growth in Brazil | Journal Reporter
https://www.youtube.com/watch?v=Bog7J2-vqMQ

In Brazil, Economic Reforms, Social Programs Expand Middle Class
https://www.youtube.com/watch?v=j1vE4YMW_fw

Brazil's Economy (CNN) Interview
https://www.youtube.com/watch?v=ZbrMQF2LVag

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs of global companies operating in Brazil:**

**To stimulate students to think in new possibilities of development under some universal constraints taking into account the risks, challenges and an agenda for Brazil to build the future.**

This class will be a lecture developed by prof. Marcovitch

**Suggested videos:**

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs of global companies operating in Brazil:**
**Business opportunities in Brazil**

*To show students the emerging business possibilities in the emerging markets like the Brazilian one.*

This class will be a lecture developed by prof. James

**Suggested videos:**

Brazillian Trade and Investment Promotion Agency (Apex-Brasil)
http://www2.apexbrasil.com.br/en
http://www.youtube.com/watch?v=hXh9EgQNVKk
http://www.youtube.com/user/ApexBrasil?feature=watch

Financial Times Is it time to buy Brazil?
https://www.youtube.com/watch?v=8qq4_pNmCio

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**

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**The Brazilian business culture**

*To discuss peculiarities of the Brazilian business and cultural environment.*

**Recommended readings:**


**Suggested videos:**

Jornal da Globo: Trabalho 2.0 - Cultura organizacional
https://www.youtube.com/watch?v=tSJ5F2WosTM

Jornal da Globo: Trabalho 2.0 - Homeoffice
http://www.youtube.com/watch?v=zMz8A06ehd8&feature=youtu.be

eCGlobal Solutions creates a culture that inspires employees - Band TV Brazil
https://www.youtube.com/watch?v=la1piVZ5Ylk

HSM Entender a cultura brasileira permite traçar caminhos para melhorias
https://www.youtube.com/watch?v=wasChQu0AM

Cultura brasileira e o público: reflexos na gestão de pessoas nas organizações públicas
https://www.youtube.com/watch?v=w7JZTOeoD3M

Roberto da Matta explica o Brasil - Carnavais, Malandros e Heróis
http://www.youtube.com/watch?v=eqsGTa0KhSQ#t=27

Memória Roda Viva: Roberto da Matta

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**

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Visions on Brazil: book reviews

To review different views on Brazil through the discussion of the recent literature published in English by foreigners or Brazilians.

Presentations of book reviews by students. Any book on Brazil should be reviewed and the main aspects of the book discussed in class. You may find one close to your interest in any electronic bookstore (Amazon.com or livrariacultura.com.br) or in our library. Select one that fits your reading interests. A suggested list of a general bibliography of books about Brazil in English is also available at [http://www.brazil.org.uk/books/index.html](http://www.brazil.org.uk/books/index.html).

**Suggested videos:**


60 Minutes: BRAZIL: NEXT WORLD SUPERPOWER? Brazil's Rising Star [https://www.youtube.com/watch?v=co1cwVXhHQc](https://www.youtube.com/watch?v=co1cwVXhHQc)

Belfer Center: Celso Amorim discusses Brazil's role in the world and US-Brazil ties [https://www.youtube.com/watch?v=AvX0LRiFw4E](https://www.youtube.com/watch?v=AvX0LRiFw4E)

IESE: The Challenges for Brazil [https://www.youtube.com/watch?v=A5eYQGc4XiI](https://www.youtube.com/watch?v=A5eYQGc4XiI)

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**

The Brazilian political system

To overview the Brazilian institutional history, its political structure and the consolidation of its democracy.

**Recommended readings:**


Chapter 3. Brazil: Inequality against democracy by Bolivar Lamounier. (pp. 130-189)


Chapter 1: The Unexpected Success of Multiparty Presidential Regimes (pp 1-22)

**Suggested videos:**

Brazil's Economic and Political Landscape [https://www.youtube.com/watch?v=hgs_JTreCY4](https://www.youtube.com/watch?v=hgs_JTreCY4)

Harvard University - A Public Address by President of Brazil Dilma Rousseff [https://www.youtube.com/watch?v=qKku3GMI0g](https://www.youtube.com/watch?v=qKku3GMI0g)

TeleSUR: Political reform in Brazil has been long needed [https://www.youtube.com/watch?v=aHH-G2voroQ](https://www.youtube.com/watch?v=aHH-G2voroQ)

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**
To understand the Brazilian structures responsible for the development of science and technology as well as its persisting problems of low educational levels and performance in international educational tests.

**Recommended readings:**


**Suggested videos:**

Brazil - Strong Performers and Successful Reformers in Education [https://www.youtube.com/watch?v=SmA6zAMEnfYs](https://www.youtube.com/watch?v=SmA6zAMEnfYs)

Brief story of education in Brazil [https://www.youtube.com/watch?v=rRFmngzIu2o](https://www.youtube.com/watch?v=rRFmngzIu2o)

Brazil - Education Crisis (BBC News) [https://www.youtube.com/watch?v=ol87uVt2DOs](https://www.youtube.com/watch?v=ol87uVt2DOs)


A look at the GE Brazil Technology Center [https://www.youtube.com/watch?v=NvkVN4VjQA0](https://www.youtube.com/watch?v=NvkVN4VjQA0)

Support for Science Education in Brazil - CTC Angra dos Reis [https://www.youtube.com/watch?v=zBR_f9_7KWQ](https://www.youtube.com/watch?v=zBR_f9_7KWQ)

GE's Deep Sea Dive for Brazil's 100 Billion Barrels of Oil [https://www.youtube.com/watch?v=Qz9cKQCh7iM](https://www.youtube.com/watch?v=Qz9cKQCh7iM)

PETROBRAS: Como a cana-de-açúcar vira etanol? | Etanol Sem Fronteira - episódio 3 [https://www.youtube.com/watch?v=zFfpQsne_bg](https://www.youtube.com/watch?v=zFfpQsne_bg)

PETROBRAS: Como é o etanol do futuro? | Etanol Sem Fronteira - episódio 5 [https://www.youtube.com/watch?v=FXLgQP0Txp4](https://www.youtube.com/watch?v=FXLgQP0Txp4)

Samsung Corporate Social Responsibility: Bringing Technology Resources to Remote Areas of Brazil [https://www.youtube.com/watch?v=dQVuJ4Qssoeo](https://www.youtube.com/watch?v=dQVuJ4Qssoeo)

Embraer 190 promotional video (2006) [https://www.youtube.com/watch?v=qEmVMjFr3ZQ](https://www.youtube.com/watch?v=qEmVMjFr3ZQ)

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**
### Labor and industrial relations

*To consider the historical evolution of industrial relations, the profile of the Brazilian working force and some contemporary labor issues related with decent work and cash transfer programs.*

**Recommended readings:**


  Chapter 1: “Economic and social context” (pp. 24-56)

**Suggested videos:**

- Foreigners flock to Brazil for skilled labor positions
  [https://www.youtube.com/watch?v=rUqA1vAAAv4](https://www.youtube.com/watch?v=rUqA1vAAAv4)

- Low Unemployment Leads to Economic Issues in Brazil
  [https://www.youtube.com/watch?v=Al6W_njegZs](https://www.youtube.com/watch?v=Al6W_njegZs)

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**

### The Brazilian multinationals

*To discuss the expanding presence of emerging multinationals from the emerging markets focusing the discussion of the Brazilian case*

**Recommended readings:**


  Chapter 13: What have we learned about emerging-market MNEs? (pp. 399-426).

  Chapter 8: Brazilian multinationals: surfing the waves of internationalization. By Afonso Fleury and M. T. L Fleury (pp. 200 – 243).


  Introduction: The emergence of the global latinas (pp. 1-25).

**Suggested videos:**

- Programa Brasilianas.Org Multinacionais Brasileiras
  [https://www.youtube.com/watch?v=wbtDqCuUcL8](https://www.youtube.com/watch?v=wbtDqCuUcL8)

- FEMSA - Multinationals in Brazil
  [https://www.youtube.com/watch?v=9jww1hXa9YE](https://www.youtube.com/watch?v=9jww1hXa9YE)

- The president of Visa in Brazil talks about the country's growth potential
  [https://www.youtube.com/watch?v=GXJg-v7xSLI](https://www.youtube.com/watch?v=GXJg-v7xSLI)

**Suggested case discussions, exercises, presentations, interviews with specialists, public officials and CEOs or executives of global companies operating in Brazil:**
To share with other students the main goals and ambitions of each student in order to make their working life meaningful.

Schedule of our fifteen (15) classes from 9:20 to 11:00 at Sala Ruy Leme, FEA1

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