

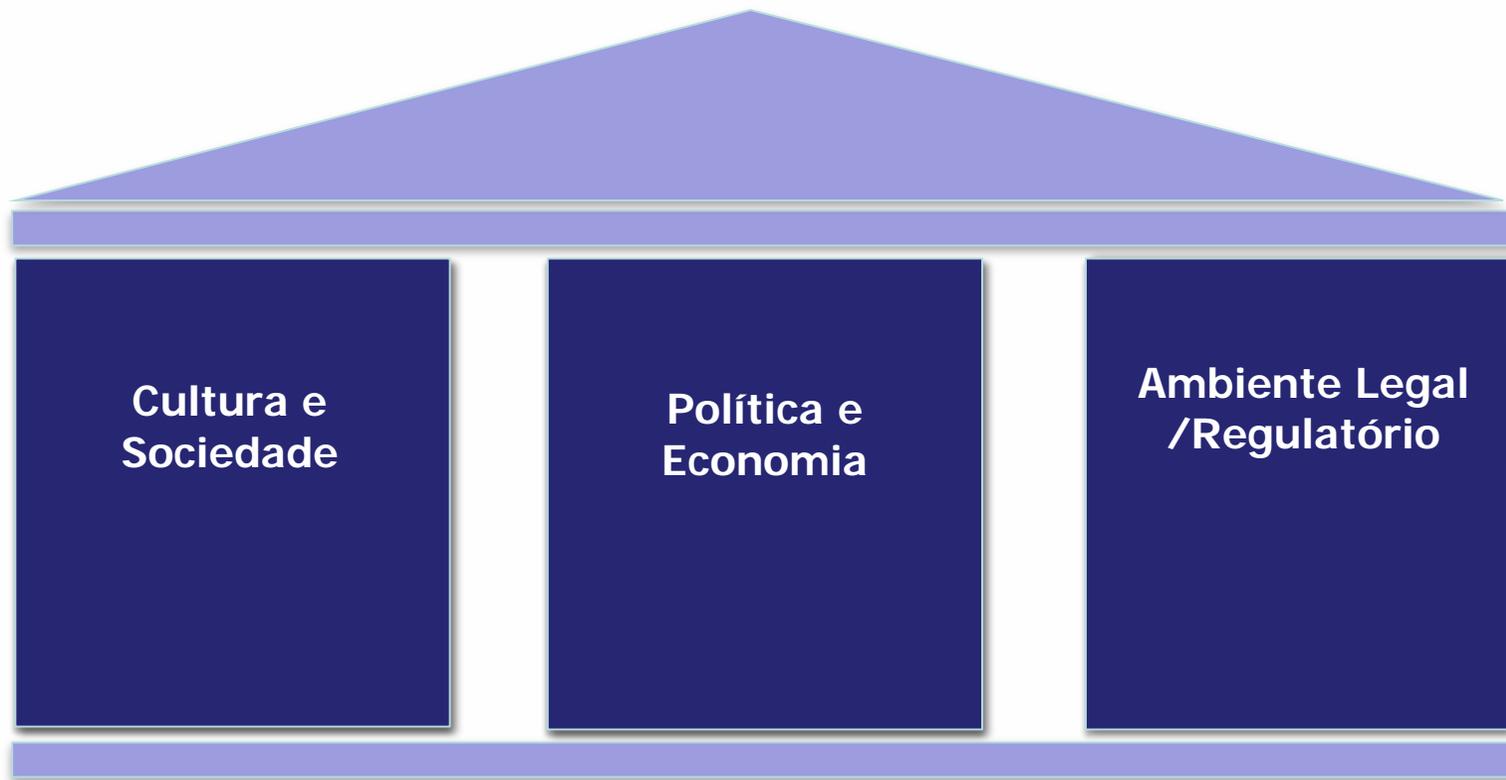
Brasil – Ambiente de Negócios

Objetivos gerais:

- Compreender o Brasil como ambiente sócio-cultural, político e econômico específico.
- Conhecer em linhas gerais tal especificidade, e a partir dela desenvolver capacidade de tomada de decisão.
- Compreender obstáculos e oportunidades de se fazer negócios no Brasil.

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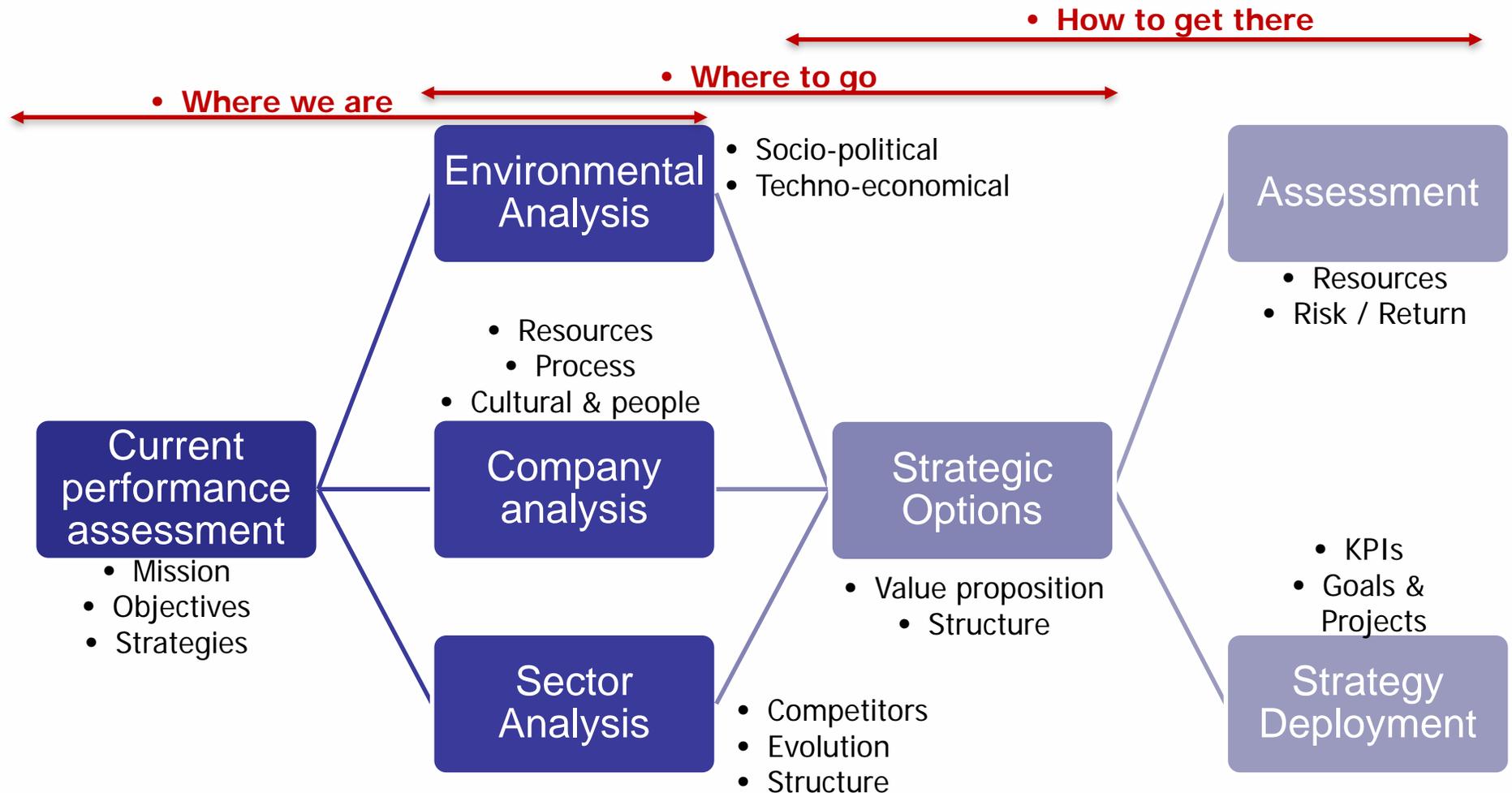
Três pilares:



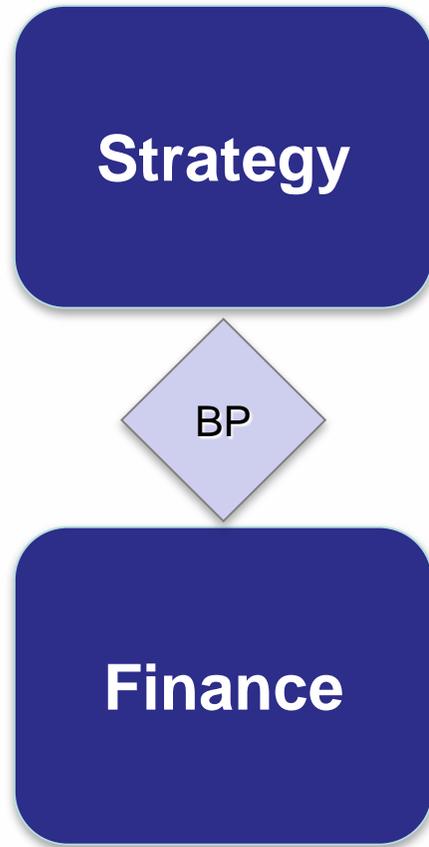
Sample Syllabus

- Uma breve história do Brasil
- A gente brasileira e sua cultura. Os traços que explicam o povo brasileiro
- O Brasil visto pelo brasileiro
- O Brasil visto pelo estrangeiro
- O cenário político brasileiro - uma comparação com outros países: EUA, Europa, BRICs
- O cenário macroeconômico brasileiro - uma comparação com outros países: EUA, Europa, BRICs
- Interpretação dos Indicadores do Banco Mundial para negócios: Doing Business.
- As dificuldades e oportunidades de se fazer negócios no Brasil

Corporate Planning & Execution



Corporate Planning & Execution



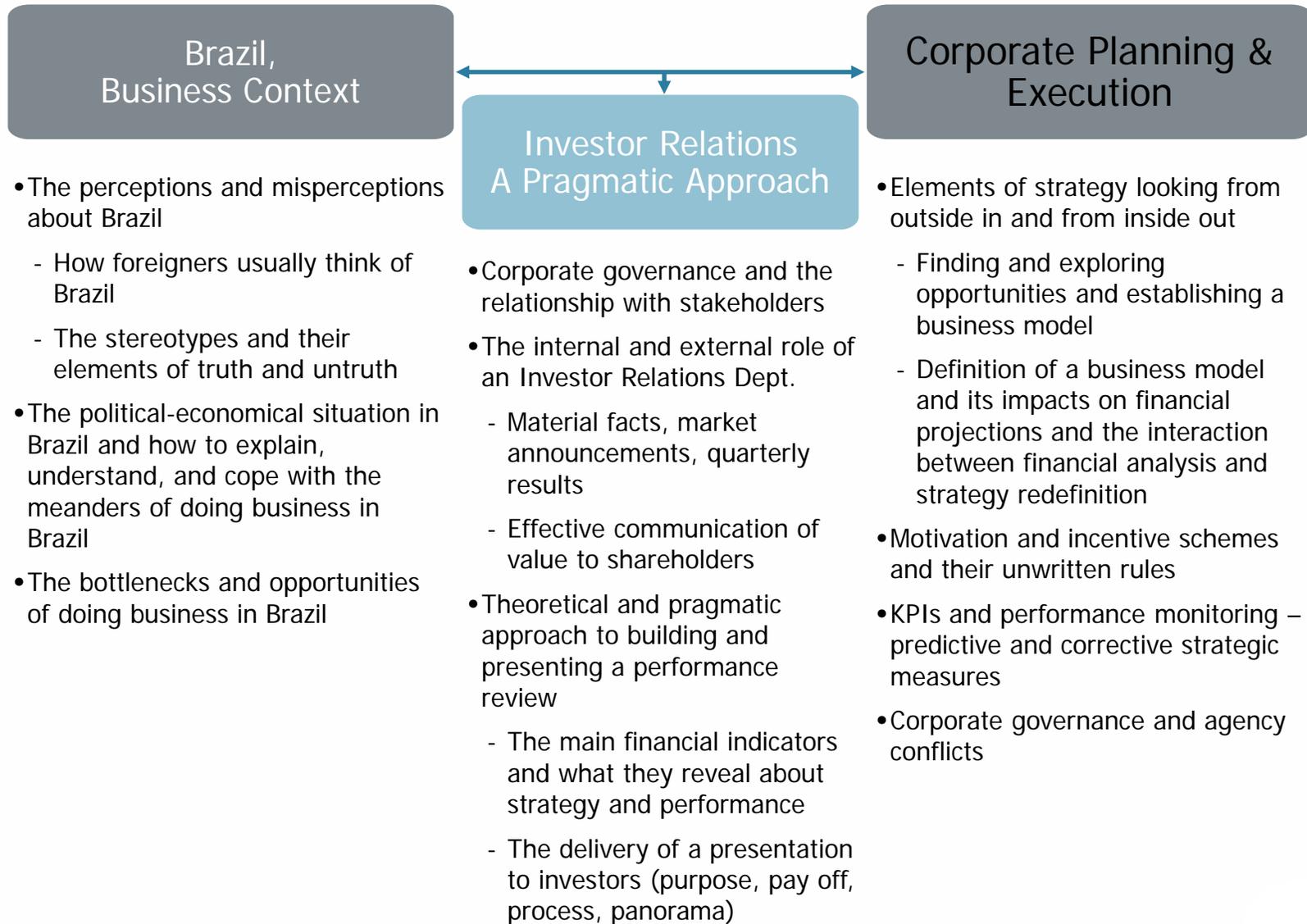
- Mission, vision, and strategy
- Situational, external, internal environment
 - Value chain and position

- Financial indicators
- Corporate action and reaction through financial analysis
 - Leverage & debt profile, financing means, and risks

Sample Syllabus

- Introductory lecture: mission, vision, strategy
- Situation, external and internal environments
- Value chain & positioning
- Business model - putting it all together (segmentation, value proposition, channels, relationships, income sources, key-resources, key-activities, partnerships, and cost structure)
- Corporate Governance and the rise of "shareholder activism"
- Financial indicators as measurement of strategy efficiency and strategy correction
- Contribution margin, equilibrium point - EBITDA as operational indicator
- Corporate action and reaction through financial analysis
- Leverage and debt profile
- Financing means (debt & equity)
- Risks (market and corporate)
- Risk mitigation policy - importance and value for stakeholders

Investor Relations – combination of former subjects



Investor Relation: a practical approach

Objectives:

- the student will have a theoretical and pragmatical understanding of key data that is relevant to different stakeholder
- the student will experience the pressure of presenting financial results of a company and how strategy and finance work together to deliver results
- the student will learn how to handle the audience and the perils involved with a poor handling of the audience

Sample Syllabus

- The IPO process – advantages and disadvantages
- What investors look for – the importance of understanding the audience's perspective
- Corporate Governance – different stakeholders: same message in different ways
- The role of market agents and their influence on a company
- Company communication with and to the market – silent period, material facts, quarterly reports
- Strategy and indicators' relevance and proper communication for value capture
- The 4 P's of communication – purpose, payoff, picture, process
- Storyline and rethoric
- Delivery