Insper

MBA INTERNATIONAL WEEK

July 3rd — 7th, 2023

Study at Insper and live a global experience!

The MBA International Week is an opportunity for Insper and International MBA students to study 2 from 11 MBA courses at the school during the summer.

- ✓ Courses are in blocked format
- ✓ 16 hours each
- ✓ Credit-bearing
- ✓ English-taught courses
- ✓ No proficiency test is required, but we recommend a B2 level
- ✓ In-person classes

Welcome Day on July 1st – Saturday

Nomination

✅ Student must look for their International Offices/Coordinators to learn about internal deadlines and procedures.

✅ Universities must nominate selected students to Insper by the end of March.

✅ After nomination, Insper will contact nominated students with information about the application.

Application

✅ Application form (Insper will send the link by e-mail to nominated students).

✅ Valid passport (the document must be valid for the entire program, plus 4 months).

✅ Transcript of Records (updated version of the student's current MBA program).

✅ CV or resume (no specific format required).

✅ Self-picture (to create the student profile in the networking booklet).

✅ Course selection (students will be required to select 4 courses from the list of courses available, and from those, they will be approved to take two).

Applications will be reviewed and accepted students will receive an acceptance letter on April 26th, in time to request VISA if necessary.

To find out if you need a VISA to travel to Brazil, click here.

The program is designed for bilateral partnerships and the number of students will be aligned between the International Relations offices. It is a cost-free opportunity for the students. Upon its completion, they will receive transcript of records.

Schedule

☀ Morming

9 AM – 12:30 PM

- **Consumer Behavior** →|
  Giuliana Isabella
- **Digital Strategy and Business Model Innovation** →|
  Réne Bohnsack
- **Sustainability and ESG: Fundamentals of Strategy and Finance** →|
  Andrea Minardi and Priscila Claro
- **Developing High Performing Teams (HPT)** →|
  Timothy Altaffer

☀ Afternoon

2 PM – 5:30 PM

- **FabLab Experience** →|
  Edgard Stuber
- **Data Analysis for Operations Management** →|
  Pedro Amorim
- **Global Cities: Smart Management, Public Policy Innovation, and Local Businesses** →|
  Mônica Pinhanez
- **International Negotiation** →|
  Irène Foglierini

☾ Evening

7 PM – 10:30 PM

- **Applied Artificial Intelligence in Business and its Influence on Innovation and Decision** →|
  Edgard Stuber
- **Leadership for Change** →|
  Aloisio Buoro
- **International Purchasing Strategies** →|
  Irène Foglierini

Why Insper

Insper is a non–profit higher education institution dedicated to teaching and research that operates with academic excellence and an integrated view of knowledge areas. It offers undergraduate, graduate, and short–term programs in business, technology, law, public policy, sustainability, and urbanism.

Insper's commitment to providing a transforming experience to students and the continuous strive to improve its programs have positioned itself in an exclusive group of just over 100 business schools in the world accredited with the three most significant seals in the market: the **Association of MBAs** (AMBA), the **Association to Advance Collegiate Schools of Business** (AACSB), and the **EFMD Quality Improvement System** (EQUIS).

Insper collaborates with more than 100 international universities, which offers students the possibility of exchange programs, double degrees, and extension courses on five continents. The institution is part of international networks of business schools, such as the **Global Business School Network** (GBSN), the European Foundation for Management Development, **Principles for Responsible Management Education** (PRME), and the **Latin American Council of Business Schools** (CLADEA).

Located near the leading commercial and financial hub of São Paulo, Insper campus has one of the best infrastructures among universities in the country. The classrooms are circular, and seats are arranged in bleachers, enabling more significant interaction between students and teachers. They are also equipped with audio and video devices to allow for integration with students and professors from foreign institutions in the various hybrid teaching activities that the school also offers.

Insper is the first Brazilian institution in the field of education to receive the WELL Health–Safety certification, issued by the International WELL Building Institute (IWBI), which recognizes organizations with a people–centered approach to sustainability. Insper's facilities have a standard of excellence to ensure the health, safety, and well–being of the entire community.

Also, to enable the practical application of theory and encourage a multidisciplinary approach to all its programs, Insper has laboratories for physics, chemistry, materials, thermal sciences, mechatronic systems, and information technology. The projects developed by students aim to solve problems for companies, Society, and individuals while promoting significant social impact.


Additionally, the school stands out in applied and academic research. Insper's professors and researchers are essential in disseminating knowledge based on data and evidence. Its productions are published in prominent journals worldwide, and its technical reviews have been the basis of guidelines for governments, companies, and non–governmental organizations bolsters the mission of being a transforming school in Brazil.
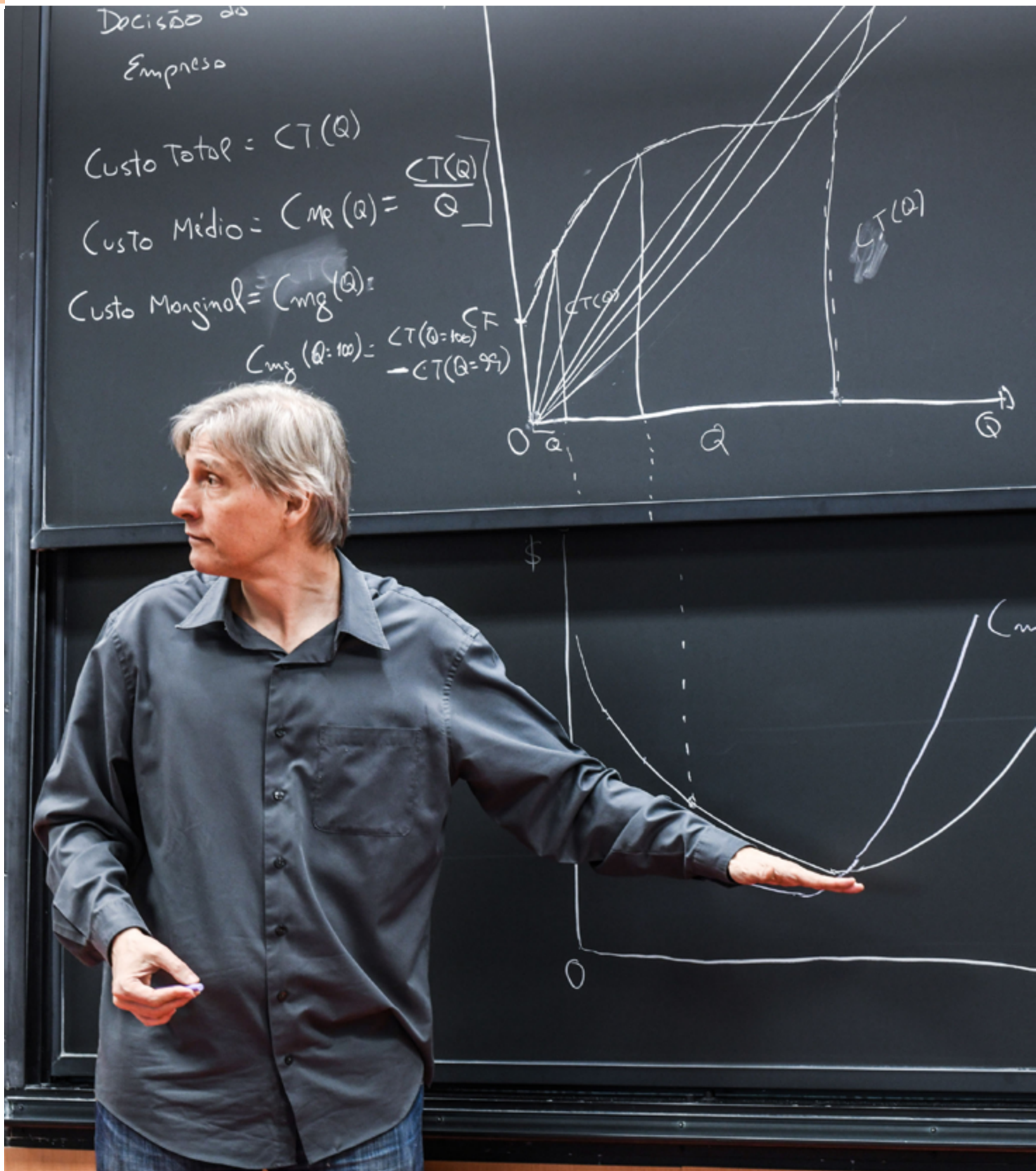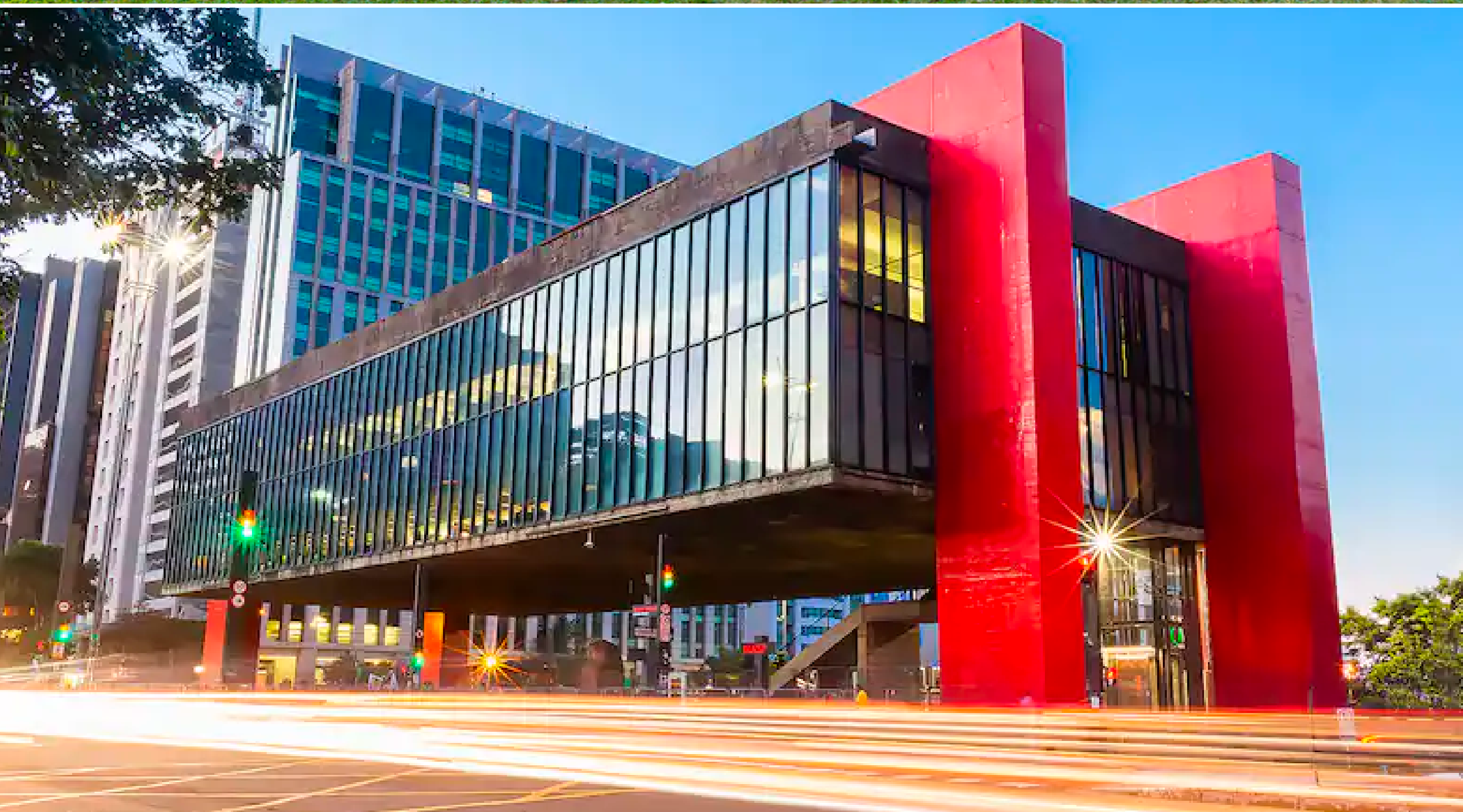
Why São Paulo

São Paulo is Latin America's premier economic and financial center and is considered the best Brazilian city to start a business. With over 12 million inhabitants, it is not only a great business hub but also the capital of culture and diversity, which makes it one of the main tourist destinations in the country.

It is the country's largest shopping center, has a busy nightlife, offers rich and diverse cuisine, and has several museums, theaters, and cultural centers. It also maintains several parks and other spaces that allow contact with nature, where it is possible to practice sports and have a great time outdoors. It's a welcoming city.
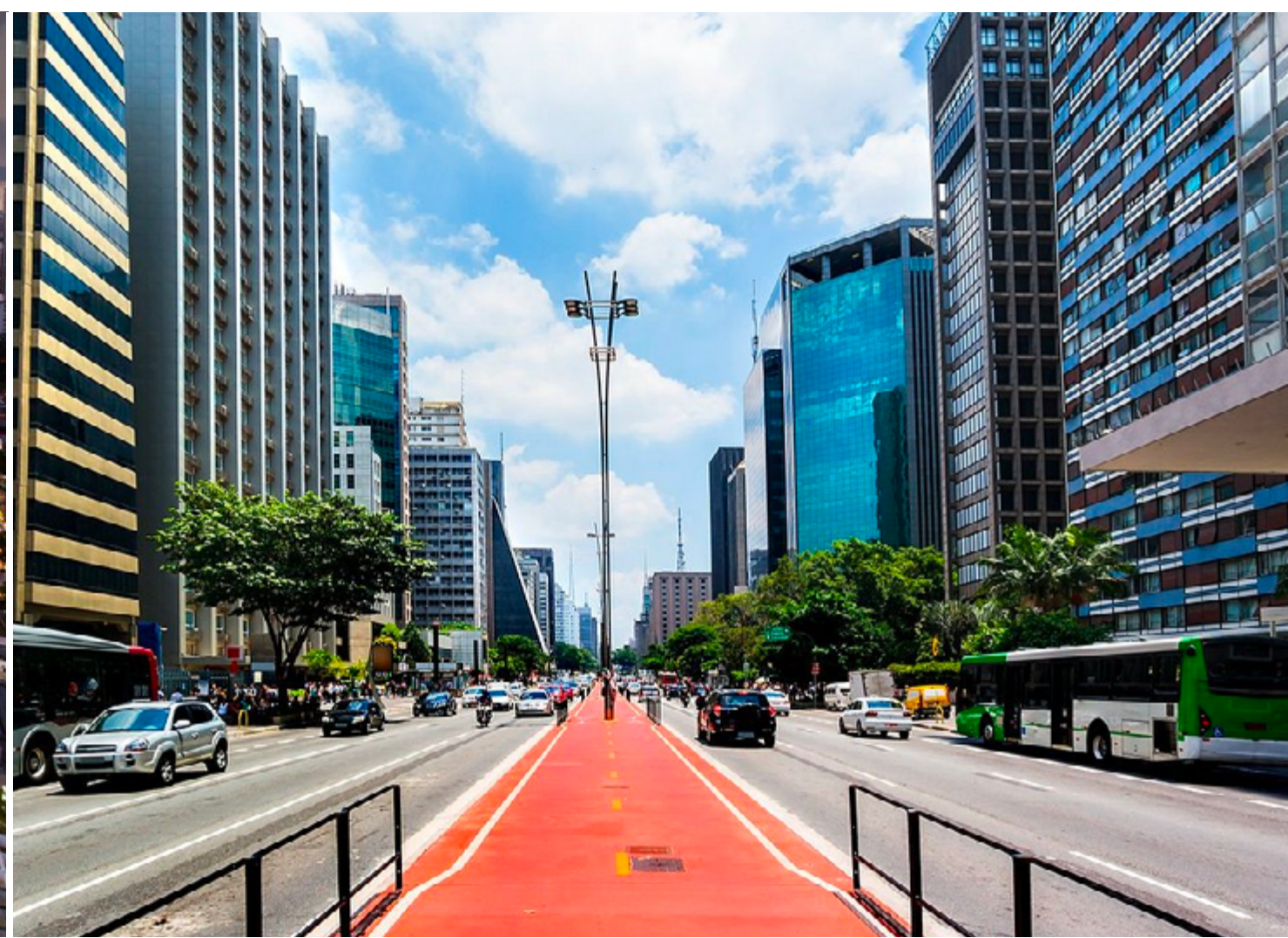
The infrastructure of São Paulo also enables accessible travel to other important cities in the country. From its airports, for example, it is possible to get to Rio de Janeiro in a short time and discover its beautiful beaches, to Minas Gerais and visit the 'Inhotim Institute' (the largest open-air museum in the world located near the capital city, Belo Horizonte), to Salvador and enjoy one of the cradles of Afro-Brazilian culture, to Brasília, the planned capital city of Brazil designed by architect Oscar Niemeyer, and many other beautiful cities that are excellent for tourism and offer good business opportunities

Syllabus
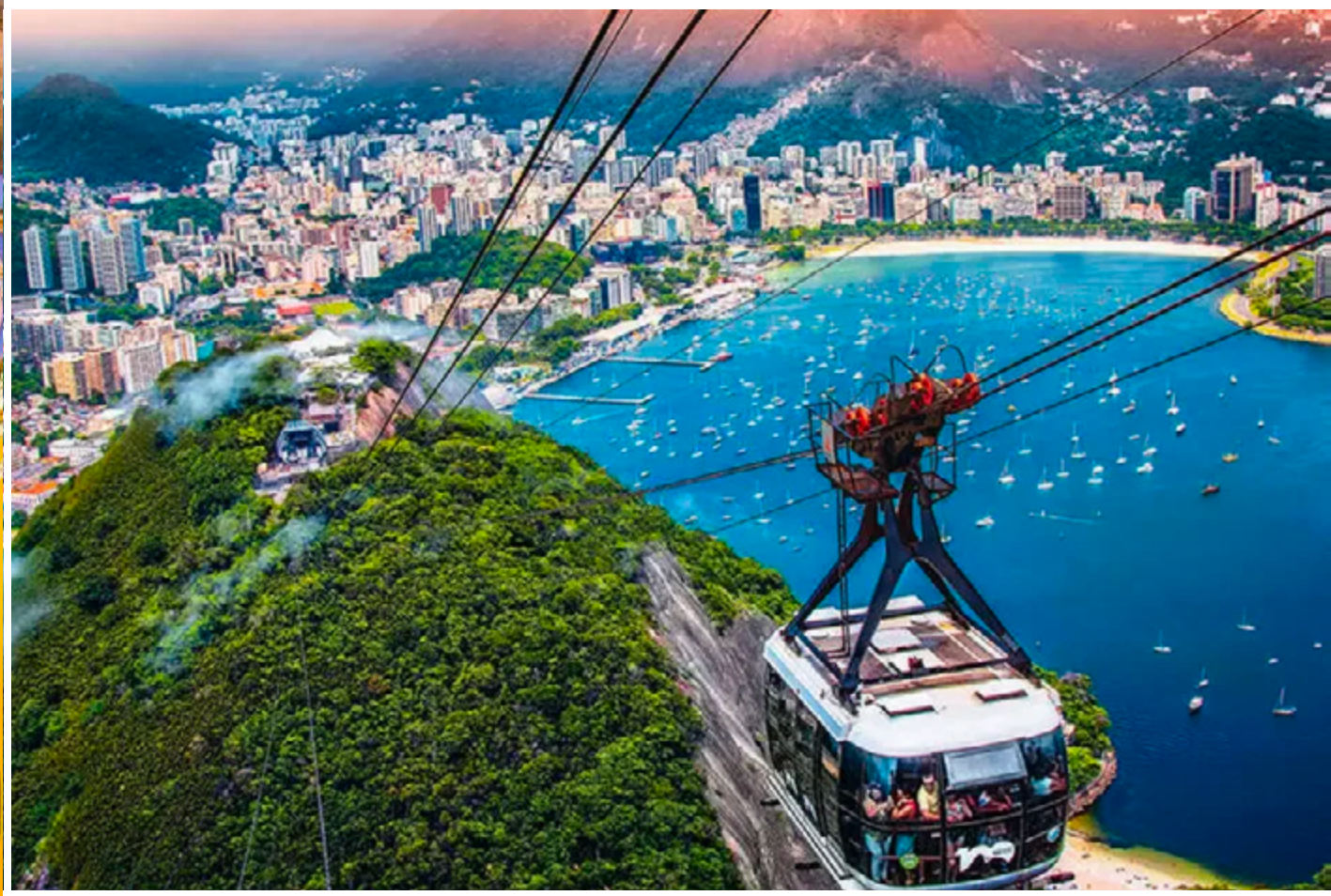
Undercovering Consumer Behaviors in Brazil and Latin America

Professor
Giuliana Isabella, Ph.D. – Insper
Email: giulianai@insper.edu.br

Overview
Knowledge on consumers' buying choices is central to understanding how to market a product and succeed in selling it. In the large spectrum of influences, public policy, and government intervention can shape our behavior. Culture's influence on consumer behavior is also profound, and if misunderstood or taken lightly, might negatively affect how a product performs in the new cultural market and leads to its demise. As businesses are expanding, tapping into newer and wider territories, and operating in more than one country, considering different cultures and institutional backgrounds is crucial for commercial success. To expand wider regions, managers need a deep understanding of consumer behavior.

Objectives
Therefore, in this course, we will expose and discuss frameworks and contributions from the behavioral sciences that will unveil and help to understand consumer behavior. We will also apply these frameworks to envision, develop, and evaluate novelty marketing strategies to secure and consolidate a standing position in contemporary market configurations. We will focus primarily on examples from Brazilian and Latin American industries and discussions.

Learning Outcomes
Upon completion of this program, participants will be able to discuss main consumer behaviors and cultural influences, to better understand Brazilian and Latin American consumers' choices, debate and explore marketing strategies to enter the Brazilian and LA market.

Competences
· The course helps you develop the following competences:
· Collaborative working and teamwork.
· Capability of presenting and defending recommendations, and critically examining and discussing the recommendations of others.
· Aptitude to communicate using a common language
· Awareness of cognitive biases, and how they affect decision–making.

Content
This course deals with the challenge of bringing marketing trends related to consumer behavior, offering the opportunity to students to apply, debate and explore consumer behavior theories by focusing on quintessential case studies.

Methodology
This course will involve Latin American guest speakers, case studies, short videos, and lectures.

Day by Day

Date	Learning Goals	Content	Before Class
07/03/2023 (3h:20min) Defining the traditional model of decision making Consumer Evaluation and Choice	Understanding consumer behavior importance Consumer–Focused Strategy		
07/04/2023 (3h:20min)	Understanding the main Brazilian and Latin American cultural differences influencing consumer decision making	Overview of Consumer Decision–Making in Brazil and in Latin America	CASE: Ad–lider Embalagens, SA: Marketing Research for Drawstring Trash Bags in Brazil
07/05/2023 (3h:20min)	Consumer Behavior in Latin American – Cultural Differences	Cultural Differences – Hofstede bases	
07/06/2023 (3h:20min) (Bottom of the pyramid)	Marketing strategies for consumer groups typically found in L.A. Cultural Differences and consumer choices in different scenarios	CASE: Beleza Natural: Marketing Strategies for Empowering Social Change	
07/07/2023 (3h:20min)	Explore consumer behavior trends in L.A.	Consumer Behavior Trends	CASE: The Costa Rican Software Corridor: Startup Develops Expansion Plans for Latin America

Evaluation Criteria

Weight	Examination
20%	Attendance to class, readings, constructive participation in class discussions
40%	Case resolution and presentation in group
40%	Written assignment to be sent by e–mail to the professor by July 11th

Faculty Short Bio
Giuliana Isabella, daughter, older sister, mother of two babies, wife of a foreigner, always student, is a Marketing Assistant Professor from Insper – Research and Education Institute. Holds Ph.D. in Business Science with honor from the University of São Paulo – Emphasis in Marketing. During her Ph.D., she studied for one year at Fox School of Business – Temple University – Philadelphia. In addition, she holds a Master's degree in science, with honor, from EAESP–FGV. During her Master's, she spent one semester at the Keller School of Business at Indiana University. In the research field, she studies consumer behavior, decision–making emotions, facial expressions, experimental psychology, and neuroscience applied to marketing.

Digital Strategy and Business Model Innovation

Professor
René Bohnsack, Ph.D. – Católica Lisbon School of Business and Economics

Overview
This course is designed to provide students with an understanding of the fundamentals of digital strategy and business model innovation. Throughout the 4 days, students will learn the key concepts of digital strategy, business model innovation, and how to apply these concepts to their own business. The course will contain lectures, case studies, and hands-on activities.

Description
Day 1: Introduction to Digital Strategy and Business Model Innovation
– Overview of the course objectives
– Introduction to digital strategy and business model innovation
– Discussion of case studies

Day 2: Digital Strategies
– Types of digital strategies
– Understanding customers and digital trends
– Growth Hacking and Growth Engineering

Day 3: Business Model Innovation
– Understanding business model innovation
– Applying business model innovation to create value
– Developing a business model innovation plan

Day 4: Implementing Digital Strategies and Business Model Innovation
– Overview of digital and business model innovation implementation
– Best practices for successful implementation of digital strategies and business model innovation
– Final project presentation

Themes
Digital Strategy:
– Types of digital strategies
– Understanding customers and digital trends
– Creating digital strategies

Business Model Innovation:
– Understanding business model innovation
– Applying business model innovation to create value
– Value proposition reconfiguration

Implementation:
– Go-to-market strategies in the digital age
– Business model development and implementation

Bibliography
Will be announced prior to the course and provided on the platform venturely.io

Evaluation Criteria
50% – Attendance to classes and constructive participation in team assignments and case discussions (based on readings).
50% – Written assignment to be sent by e-mail to the professors by July 16th, 2023. Guidelines will be provided.

Faculty Short Bio
René Bohnsack, Ph.D., is Associate Professor for Strategy and Innovation at Católica-Lisbon. René researches the commercialization of sustainable and digital technologies and how business models can accelerate the process. He has published his research in the best international management and innovation journals (Journal of Business Venturing, Journal of International Business Studies, Journal of Management Studies, California Management Review, Research Policy, Journal of Product Innovation Management, Technovation, Technological Forecasting & Social Change, etc.), presented his research at top international conferences, received the Best Paper Award at the Academy of Management ONE Division 2019, the Best Paper Award in Sustainable Entrepreneurship in 2016, and the 3rd prize for the best innovation management paper 2013. René's current research focuses on token-based business models, competition in digital business ecosystems, and the role of digital technologies for sustainable development on business modelling. He shared the findings of his research in an acclaimed TEDx talk in 2019.
Also, René is the academic director of the Lisbon MBA and founder of the Digital+Sustainable Innovation Lab (DSIL) a research team working on cutting-edge knowledge digital strategy, digital sustainability, and business model innovation. The lab is lead partner in two major European R&D projects concerned with business modelling for smart grids and eHealth. Moreover, René consults companies on strategic issues related to business modeling, digitalization, and internationalization. In total, DSIL collaborates with 40+ companies across Europe. René and the team of DSIL is also hosting the award-winning platform 'https://venturely.io/' , a unique platform for business modeling. Next to René's academic accomplishments, he also co-founded and successfully exited several start-ups, for instance an e-Health startup, a virtual event platform, or a sustainable job search platform.

More information
René Bohnsack www.linkedin.com/in/renebohnsack
Contact: r.bohnsack@ucp.pt
www.dsi-lab.org

Sustainability and ESG: Fundamentals of Strategy and Finance

Professors
Andrea Minardi, Ph.D – Insper
Priscila Claro, Ph.D — Insper

Overview
Organizations, in many industries, have faced several challenges, involving risks or opportunities, regarding environmental and social issues. Uncertainties of environmental regulations, as well as the growing attention to accountability and transparency regarding organizations' efforts on environmental, social, and economic (ESG) performance, have required an expansion of business relationships, beyond those conventional ones with stockholders. In this context, decision-makers need to understand how they can create or destroy value for a wide range of stakeholders based on environmental and social challenges. This course focuses on identifying risks and opportunities for creating shared value.
By the end of the course, students will be able to:
· Identify relevant socioeconomic and environmental problems in organizational contexts and describe their relation to business performance;
· Understand the drivers and payoffs of sustainability strategies;
· Develop sustainability strategies within an organizational context,
· Differentiate social business and impact, business models;

Themes
1. Sustainability and ESG — why does the context matter?
    Planetary Boundaries
    Great Challenges
    Frameworks
2. Sustainability and ESG as a strategy — how to create shared value?
Materiality
    Stakeholder Management
    Sustainability-oriented strategies — sustainable value and shared value
    Social and Impact Businesses

Bibliography
*Required:
Claro, P. B. de O, & Esteves, N. R. (2021). Sustainability-oriented strategy and sustainable development goals. Marketing Intelligence & Planning. Vol. 39 No. 4, pp. 613–630.
Hart, S.L., and Milstein, M.B. 2003. Creating sustainable value. Academy of Management Executive, Vol. 17, No. 2.
Mitchell, R. K., Agle, B. R., & Wood, D. J. 1997. Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts. Academy of Management Review, 22(4): 853–886.
Porter, M. E. and Kramer, M.R. 2011. Creating Shared Value. Harvard Business Review, Jan/ Feb2011, Vol. 89 Issue 1/2, p.62–77.
Serafeim, G. (2020). Social- impact efforts that create real value. Harvard Business Review, 98(5), 38–48.
* Readings will be available on the Blackboard platform

Dynamics
All classes will be organized and delivered by Insper faculty.
The teaching and learning approach involves lectures, team assignments, and case discussions.
For some specific topics, guest speakers will be in class in order to interact and debate with the students to offer a complementary perspective on the topics.

Evaluation Criteria

Weight	Examination
50%	Attendance to classes and constructive participation in team assignments and case discussions (based on readings).
50%	Written assignment to be sent by e-mail to the professors by July 16th, 2022 Guidelines will be provided.

Faculty Short Bio
Andrea Minardi
Senior Fellow Professor at Insper and director of the Brazilian Society of Finance. She was the academic director of graduation, member of the Executive Committee of BALAS (Business Association of Latin American Studies), and member of the Fiscal Council of ANGRAD (National Association of Business Administration Courses).
She teaches Corporate Finance, Financial Investments, Private Equity and Venture Capital, Credit Risk and Real Options for undergraduate and master's degrees in Economics and Administration, in addition to Executive Education programs. She is a researcher in the areas of corporate finance and real options; author of the book "Theory of Options Applied to Investment Projects" and of several published articles.
She holds a bachelor's degree in Production Engineering from Escola Politécnica da USP, a master's and doctorate in Business Administration with a specialization in Finance from Fundação Getúlio Vargas — SP, and was a visiting student in the doctoral program in Administration at the University of Texas at Austin.

Priscila Borin de O. Claro
Associate Professor at Insper. Leader of Insper's Sustainability and Business Research Center. Institutional Coordinator of Social Responsibility. Consulting Partner – AGE Consulting in Management and Sustainability. Ph.D. in Business Administration from the Federal University of Lavras, with emphasis on Society, Environment, and Development (2007). She holds a Master's degree in Environmental Sciences from Wageningen University in the Netherlands (2002) and a bachelor's degree in Business Administration from the Federal University of Lavras (2000).
She developed and mentored projects related to strategy and sustainability for companies such as Ambev, Banco Bradesco, Banco do Brasil, Banco Real, Grupo Boticário, Grupo Arezzo, Tavares de Melo Group, Albert Einstein Hospital, Kimberly Clark Brasil, Mapfre

Seguradora, Santos Brasil, Toyota and Votorantim Cimentos.

She has experience in the fields of Management, with an emphasis on Strategy and Sustainability. Her research interest is on the following topics: sustainability and strategy, circular economy, conscious capitalism, social responsibility, forest resources, and property rights, natural resources and urban centers, Sustainable Development Goals, and ESG.

She worked as a researcher at the LEI – Economics, and Agribusiness Research Center in the Netherlands (2002 to 2003) and was also a researcher at PENSA (FEA– USP) (2005 to 2007). She was a part-timefaculty member at FGV–EAESP from 2013 to 2015 teaching undergrads and worked as an instructor for Executive Education Programs of FUNDACE, Unisinos, Newton Paiva, FIA, GV-PEC, and Insper. She was the co-chair of the PRME Brazil Chapter from 2017– 2019.

At Insper, she held the Escolhas Chair (2016–2018) and worked as the Academic Dean for Executive Education (2007– 2012).

Developing High Performing Teams (HPT)

Professor:
Timothy Altaffer, MBA, PCC

Overview
Most organizations acknowledge the link between team performance and business results but are unclear about what it takes to develop a High Performing Team (HPT).

A High Performing Team is a team that consistently achieves superior results that transcend the aggregate of individual performance. HPTs are teams that shift from individual awareness to team consciousness, create a platform of trust and solidarity among the team members, that establish processes that set the standard for effective communication and impeccable coordination, and create a team culture where members consciously work for the sake of the team objectives, vs. maximizing individual results.

The course will use well-developed models, cases, and best practices to equip the participants with tools to develop their teams into high-performing teams, or to be influential members of such groups.

The course objectives are:

1. Provide a comprehensive understanding of what makes a High Performing Team (HPT), focusing on

    Creating a team culture

    Developing vulnerability-based trust as the foundation of buy-in and commitment to results

    The shift from individual thinking to group thinking,

    Identifying specific leadership behaviors that encourage high performance and

    The establishment of processes and systems that serve as a standard basis for flawless coordination.

2. Develop a functional model and equip the participants with tools and mindsets to build HPTs and participate effectively in an HPT.

Themes
- Discuss elements that contribute to High-Performance Teams.
- Understand the importance of teams in generating results.
- Building vulnerability-based trust, creating a psychologically safe environment, and fostering diversity of thought.
- Self-assessment tools to help diagnose the team's status
- Develop knowledge and skills to lead the process of building High-Performance Teams.
- Understand the actual work of leadership in this process to develop the best team possible.

Bibliography
Chirls, C., Myers, G. & Champoux, T. "Teams That Work: The Six Characteristics of High Performing Teams" (Effectiveness Institute, 2018)

Ferrazzi, K., "A New Social Contract for Teams" (Harvard Business Review, Sept.–Oct. 2022)

Friedman, R., "5 Things High-Performing Teams Do Differently" (Harvard Business Review, Oct. 21, 2021)

Groysberg, B & Baden, K.B., "Bad Blood on the Senior Team (HBR Case Study)" (Harvard Business Review, 2019).

Katzenbach, J.R. & Smith, D.K., "The Discipline of Teams" (Harvard Business Review, 2009)

Keller, S., "High-performing teams: A timeless leadership topic" (McKinsey Quarterly, June 28, 2017)

Lencioni, P., "The Five Dysfunctions of Teams, A Leadership Fable" (Jossey-Bass, 2002)

Rogers, M.G., "You Are the Team--6 Simple Ways Teammates Can Go from Good to Great" (Michael G. Rogers, 2017)

Wetlaufer, S., "The Team That Wasn't (HBR Case Study and Commentary)" (Harvard Business Review, Nov.–Dec. 1994)

Wilkinson, Dr. D., "High-Performance Teams: What the research says" (The Oxford Review, Fe. 2019)

Dynamics
This course is intended for Intact Team leaders, leaders of Working Groups (i.e., PMs), and team participants who want to understand how to improve their presence and engagement.

The course will be delivered in a dynamic, participative style. As such, we expect the participants to be on time for the entire period and to add value during the class discussions, speaker interactions, and case study reviews. The class will be a better experience if students bring opinions and ideas to each class and if the classes are highly interactive.

Evaluation Criteria

Weight	Examination
20%	Active and constructive participation in class, demonstrating preparation (pre-work) and critical thinking.
30%	Case resolution and presentation in a group. The Professor will assign groups of 3 to 4 students.
50%	Written case study assignment to be sent by e-mail to the professor by the end of Thursday, July 13th, 2023.

Faculty Short Bio
Timothy (Tim) Altaffer has been a Professor at Insper since 2005.

In addition, he is an accomplished Executive Coach and a trusted Advisor and Consultant.

Tim is the founding Partner of Efficax Consulting, LLC (U.S.A.) and KC&D (Brazil), executive coaching and consulting firms specializing in planning, strategy, organizational development, and change management. He is also an Associate Partner of Axialent, a global consulting firm focused on developing culture and leadership in large companies, focusing on conscious behaviors and attitudes.

Tim's background includes 30+ years of experience as an executive in international business, of which over 12 years' experience was as a CEO. He worked in the U.S. and internationally at leading multinationals such as Bacardi limited, Anheuser-Busch International,

Ducoco, Novartis, Philip Morris International, CPC International, and Unilever.
Education and Professional Affiliations
·   Certified Coach by ICF (PCC), The Hudson Institute of Santa Barbara, ICI, CCL, and Axialent, with over 12 years of executive coaching experience.
·   Certified with assessment tools by CCL (Assessment Center & 360 By Design) and Human Synergistics (LSI 360°). Other certifications include MBTI, WPB5, Firo-B, and SDI.
·   Board Member and Director of ICF Los Angeles and previously of ICF Brazil, Conscious Capitalism, DHR International Brazil, and Sidekick.team. Serves as an advisor to the Umane Association (ex. Hospital Samaritano in São Paulo).
·   Certified Director from UCLA Anderson, Master's of Business Administration in Finance / International Business from New York University (Stern School of Business), and Bachelor of Science in Economics from Lehigh University.

Fablab Experience

Professors
Daniel Krás Borges da Silveira – Insper
Edgard Charles Stuber, Ph.D. – Insper

Overview
Bring your problem, challenge, or idea to be developed in the FabLab at Insper and enhance your maker skills. This course uses PBL (Problem-Based Learning), a hands-on practical and theoretical discipline.
As we know, Science expands human knowledge from the questions posed to guide research, build hypotheses and experiments to explain natural phenomena. In this course, we will use an empirical approach to management to reduce ambiguity and growing uncertainty in the business environment. Using a maker mindset, we will encourage you to build prototypes or practical experiments to test human reactions and feedback.
All classes will happen in the FabLab.

Learning objectives
At the end of the course, students will be able to:
· Build models from ideas
· Conduct quick experiments (analyze and test hypothesis) to collect feedback for further iteration and refinement.
· Understand fast prototyping and failure as part of the cognitive process.

Evaluation Criteria
Grades will strongly depend on active engagement and discussions:
Individual Evaluation:
· Pre-class preparation (worth 20 points) – quiz (every class)
· Alarm clock to document (photo + video) blog (worth 30 points)
· Group evaluation:
· Alarm clock to document (photo + video) blog (worth 40 points)
· Participation and cross-feedback (worth 10 points)

Day by day

Class	Date	Topic
1	7/3/23	**Maker space culture and FabLab network**
		Prototypes styles and versions (2D ideas expression techniques)
		Pre-class reading:
		Tutorial Inkscape – https://inkscape.org/learn/
		Tutorial Eli – https://rmeliana.github.io/FabAcademy/ – session "Computer Aided Design"
		The emergence of the maker movement implications for entrepreneurship research.pdf
		Personal presentations with short videos (60sec)
		Modules
		Introduction to Course. Syllabus, expectations, and deliverables.
		2D Design – logo design – lettering
		Vinyl cutting
		Laser cutting and engraving
		T-shirt experience
		Communication Platform Selection (Trello, Slack, Instagram, Twitter, TikTok, Teams…)
		Debriefing

Class	Date	Topic
2	7/4/23	**3D Prototyping and additive manufacturing**
		Pre-class reading:
		Tutorial – TinkerCAD
		Modules
		3D Design – TinkerCAD – individual
		3D Design – TinkerCAD – group work
		3D files platforms (ThingIverse, GrabCad, Instructables)
		3D Manufacturing demo FDM and SLA.
		Extra: machine building strategies and maintenance.
		Debriefing

Class	Date	Topic
3	7/5/23	**Arduino Day – Embedded programing Learn how to code and have fun**
		Pre-class reading:
		Website arduino – https://www.arduino.cc/
		Modules
		Arduino DoJo
		Debriefing

Class	Date	Topic
4	7/6/23	**Robots' assembly and robots operation competition**
		Pre-class reading:
		Website Luis Bueno
		Modules
		Robot design and history
		Understanding robot parts and assembling strategy
		Assembling, testing, and training.
		Debriefing and suggestions (improvements)

Class	Date	Topic
5	7/7/23	**Social media platforms**
		How to exchange knowledge
		Creative Commons main topics
		Pre-class reading:
		Other student's social media content
		Modules
		Social media documentation profile performance
		likes, shares, followers, and reach of content.
		Student short presentation – storytelling
		Knowledge management
		Cozy feedback from other students
		Final reflections

Faculty Short Bio

Daniel Krás Borges da Silveira

Holds a Bachelor's in Philosophy and Control and Automation Engineering; has a postgraduate degree in Business Management. Currently, he is studying for his Master's degree in Engineering. Made the Fab Academy certification in 2017 at Insper FabLab. Acts as Fab Lab Manager, a reference position for internal and external demands, accommodating the team's activities and enabling the availability of resources and inputs.

Edgard Charles Stuber

Holds a Ph.D. in Philosophy from UNISINOS (Universidade do Vale do Sinos). Master's degree in Strategic Design and Bachelor's in Mechanical Engineering. He has his own innovation consultancy and, since 2010, has helped organizations from different sectors generate value. Before that he worked for over 29 years as a senior executive in the areas of R&D (research and development), Marketing, Sales, Strategic Planning and Innovation at Freudenberg and Stihl, two multinational companies in the automotive parts industry and machinery sector, respectively. Currently, he is a researcher on decision-making processes using Artificial Intelligence and is a professor at INSPER, FIA/USP, USP/ESALQ, and PUCRS.

Global Cities: Smart Management, Public Policy Innovation, and Local Businesses.

Professor

Monica Pinhanez, Ph.D. – Insper
E-mail: monicamsfp@insper.edu.br

Overview

Rapid urbanization in both the developed and less developed world, combined with recent globalization and fiscal decentralization trends, has put enormous pressure on large cities and city regions. As urban populations grow, large cities struggle to provide basic services (e.g., water, sanitation, public safety, transit) and address the negative externalities associated with rapid growth (e.g., pollution and congestion). This course will set out a fundamental political, social, and economic framework to understand the problems faced by global cities and use this framework to evaluate the issues and challenges they face.

Objectives

1) To familiarize students with critical issues about urbanization;
2) To enable students to apply basic principles for the analysis of large cities and metropolitan regions in countries with diverse political, institutional, and cultural contexts; and
3) To expose students to the practice of urban governance.

Learning Outcomes

We expect students to be able to understand and criticize current problems in large cities. Students are expected to be able to evaluate urban realities in different contexts, both domestically and internationally.
Course Themes
1. Urbanization Overview
    a. Concepts of Cities
    b. Cities in a World Economy
    c. Patterns of Urban Growth
    d. Rankings and Classifications
2. The economics approach to Cities
    a. Urban Public Economy
    b. Local Government Expenditures

Bibliography

Required (the below readings will be available on the blackboard platform).

ATKearney. 2015. Global Cities 2015. The Race Accelerates.

Economist (The). 2012. Best cities ranking and report. A special report from the Economist Intelligence Unit.

Ferrer, Jorge Núñez (ed.) 2013. Financing models for smart cities. Smart Cities Stakeholder Platform.

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Dethier, Jean–Jacques and Curtis Morrill. 2012. ''The Great Recession and the Future of Cities.'' The World Bank, Policy Research Working Paper 6256. (http://elibrary.worldbank.org/docserver/download/6256.pdf?expires=1354846677&id=id&accname= guest&checksum=FC6908A33C7B6E690AAEF3E9E7A6EE5E).

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Inman, Robert. 2005. Financing Cities. NBER Working Paper 11203. Cambridge, Mass: National Bureau of Economic Research (http://www.nber.org/papers/w11203.pdf?new_window=1).

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Sassen, Saskia. 2006. Cities in a World Economy, Third edition, Pine Forge Press, Chapters 1 and 2.

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Vogel, Ronald K. (ed.). 2010. ''Governing Global City–Regions in China and the West.'' Progress in Planning, 73, Chapters 6 (Kantor on New York), Chapter 7 (Newman on London), Chapter 8 (Tsukamoto on Tokyo), (http://www.s4.brown.edu/china2012/Papers/SHspatialPROPLA.pdf).

Yusuf, Shahid. 2011. ''Metropolitan Cities: Their Rise, Role, and Future.'' A paper prepared for the Conference on Metropolitan Government Finance in Developing Countries, Washington: Brookings Institution and the Lincoln Institute of Land Policy.

Course Dynamics

All classes will be organized and delivered by the Insper faculty.

For some specific topics, guest speakers will be in class to interact and debate with the students to offer a complimentary perspective on the topics.

Evaluation Criteria

Weight	Examination
50%	Attendance to class, readings, constructive participation in class discussions, quality of group work, case resolution, and exercises
50%	Written assignment to be sent by e–mail to the professor by July 14th, 2023

Faculty Short Bio
Monica Pinhanez coordinates the Governance and Community Participation Center at the Arq.Futuro City Lab at Insper. Holds a Ph.D. in Economic Development and Public Policy from MIT, Cambridge, MA, USA (2008). Masters in City Planning by MIT (1998). Master's degree in Public Administration and Government from Fundação Getulio Vargas, SP (1995). Graduated in Law from São Paulo Catholic University (1987). She served as a public sector lawyer. Taught at New York University (NYU), Rutgers University, Yokohama International University, and the University of Toronto. Taught at Foundation School of Sociology and Politics of São Paulo (FESPSP). Fellow at the International Labor Organization (ILO) and a Food and Agriculture Organization (FAO) consultant. She worked with Human Rights and electoral staff training in Mozambique. She was a professor at the Brazilian School of Public Administration and Business (EBAPE) at the Getúlio Vargas Foundation in Rio de Janeiro and vice-coordinator of the undergraduate degree in administration at FGV / EBAPE. Professor of the Public Finance disciplines in Developing Countries, Economic Development, and Public Policies. Areas of interest: Local Development and Urban Issues, Administrative Tax Reform, Motivation in the Public Sector,

Course: International and Cross-cultural negotiation

Professor
Irène FOGLIERINI, Ph.D — ESCP Business School, Paris, France

Overview
Negotiation can be bilateral or multilateral, public or secret, and can involve differing forms of negotiation among states and non-state civilian actors.
International negotiation is essential in a globalized world. A successful negotiation, whether it concerns purchase/sale contracts, partnership contracts or others, requires prior preparation.
Cultural differences are significant and affect how we interact with others in leisure activities but specially in business negotiation. The international negotiator must know both the cultural characteristics of his interlocutor, the possible points of agreement but also the points which can definitively close the doors. It's important to know and measure how culture impact on negotiation.

Description
This course intends to give the participants a concrete vision of tools to Identify and prepare a negotiation with different national styles (Europeans, North American, Chinese, and Indian).
The theoretical approach will be supplemented by the presentation of concrete cases.
This course does not have prerequisites, but only open-mindedness. It is a 16-hour course and will include a case study, group exercise, or another interactive discussion component.

Themes
What is negotiation? The key variables of negotiation (power position of the actor, time, assertiveness)
Intercultural negotiators: interpersonal communication skills
Cross-cultural negotiation: types of persuasion, criteria of trust, formal or informal negotiation framework, degree of complexity in communication, the notion of risk, decision-making process, written or oral agreement.
The key variables of cross-cultural negotiation according to Geert Hofstede.
How to negotiate with French, Germans, Spanish, Americans, Indians, and Chinese? A few tips for successful negotiation.

Bibliography
Geert HOFSTEDE: Cultures and Organizations: Software of the Mind – Intercultural Cooperation and Its Importance for Survival, Profile Books Ltd; Main edition; 1994.

Evaluation Criteria

Weight	Examination
50%	Attendance to class, readings, constructive participation in class discussions, quality of group work, case resolution, and exercises
50%	Written assignment to be sent by e-mail to the professor until July 16th, 2022

Faculty Short Bio
Irène Foglierini holds a Ph.D. in Strategies & Management from Université de Paris Sorbonne, Master's degree in Strategies & Management by HEC/University of New York.
She served as VPP (Vice President of Purchases) in health and automotive sectors. She also worked as Senior Consultant in Purchasing and Supply chain in the Big 4 Consulting Groups.
Professor at ESCP Business School, she manages all courses in private and public procurement. She is also Professor at Université Paris Cité in public purchasing.
She is President of Purchasing Committee of APHP (39 public hospitals in Paris area).
She is also responsible for the Purchasing Master for African countries.
She has written several articles about International Negotiation (How to negotiate with Chinese? Negotiation with Brazilian, Negotiation in India) and participated in several international congresses.

Applied Artificial Intelligence in Business and its Influence on Innovation and Decision-Making Processes

Professor
Edgard Charles Stuber, Ph.D. – Insper

Overview
The rise of Big Data and supercomputing power has enabled the ever-growing importance of Artificial Intelligence (AI) and is changing the business landscape. This course is not about developing algorithms but helping students understand some AI subfields, such as Natural Language Processing, Visual Computing, Autonomous Systems/Robotics, and Hyper-Personalization, and how they can complement and expand the interaction between humans and machines, improving decision-making and innovation processes.
The program aims to give an overview of the application of Artificial Intelligence in different fields, such as Law, Healthcare, Insurance, Retail, Startups, and Finance. Our focus will be on the practical implications of AI for decision-making and innovation processes in different contexts and circumstances.

Learning objectives
At the end of the course, students will be able to:
· Recognize the current state and maturity of AI technologies.
· Exemplify the techniques applied by Artificial Intelligence
· Analyze potential applications of AI technologies to business decision-making and innovation.

Evaluation Criteria
Group presentations on the previous day's theme will occur in every class except for the first one. Grades will strongly depend on active engagement and discussions:
Individual evaluation:
· Pre-class preparation (worth 30 points)
· Class participation (10 points)
· Final individual project: a written assignment on a practical example using AI Project Canvas e-mailed to the professor by July 14th, 2023 (20 points)
Group presentations (40 points for the team)

Dynamics
One month before the beginning of the course, the students will receive all the articles for the pre-class reading (2 to 3 per theme, most of them from big consultancies) and additional optional texts.
There will be short videos, lectures, research for the presentations, and a talk about autonomous systems delivered by a virtual guest from VW Germany (to be confirmed).
One month before the start of the program, the professor will arrange the students in study groups, trying to make them as culturally diverse as possible.

Supplementary Optional Bibliography
1. DAVENPORT et al. Artificial Intelligence: The insights you need from Harvard Business Review. Boston: HBR Press, 2019
2. KAPLAN, J. Artificial Intelligence: What everyone needs to know. New York: Oxford University Press, 2016
3. MARR, B. Artificial Intelligence in Practice – How 50 successful companies used AI and Machine Learning to solve problems. United Kingdom: Wiley, 2019

Day by day

Class	Date	Topic
1	7/3/2023	**Data-Driven Organizations**
		Data-driven organizations will be able to promote their digital transformation efforts to address the real-time needs of businesses, such as automation, intelligence, and self-service, to eliminate manual processes and help the AI journey.
		Pre-class reading:
		due to the ever-changing character of our themes, the students will receive the texts in June 2023.
		Modules
		Introduction to Course. Syllabus, expectations, and project
		A brief history of digital transformation and artificial intelligence
		Discussion on Artificial Intelligence (AI), Machine Learning (ML), Neural Networks (NN), and Deep Learning (DL)
		Data collection, storage, and governance

Class	Date	Topic
2	7/4/23	**Visual Computing**
		One of the trendiest subfields of AI, it trains computers to interpret and understand the visual world. Computer vision surpasses human visual abilities in many areas.
		Pre-class reading:
		due to the ever-changing character of our themes, the students will receive the texts in June 2023.
		Modules
		What Visual Computing is
		How it works
		Practical applications
		Group presentations with practical applications of data

Class	Date	Topic
3	7/5/23	Natural Language Processing (NLP):
		NLP is the technology that helps computers understand human language. The goal is to read, decipher, understand, and make sense of human languages to generate value.
		Pre-class reading
		Due to the ever-changing character of our themes, the students will receive the texts in June 2023.
		Modules
		Current challenges of NLP
		Chatbots
		Foundation Models — GPT-3 and Open AI
		Group presentations with practical applications of Visual Computing

Class	Date	Topic
4	7/6/23	**Personalization and Recommender Systems:**
		Real-time personalization offers a unique experience to the customers. However, the exponential growth of the internet has generated a colossal amount of information, overwhelming organizations.
		Pre-class reading
		Due to the ever-changing character of our themes, the students will receive the texts in June 2023.
		Modules
		User Modelling and Profiling
		Collaboration Filtering
		Content-Based Systems
		Group presentations with practical applications of NLP

Class	Date	Topic
5	7/7/23	**Autonomous Systems (AS)/Robotics:**
		An AS is a connected group of Internet Protocol networks managed by a single administrative entity. The biggest challenge for this technology is the autonomous car.
		Pre-class reading
		Due to the ever-changing character of our themes, the students will receive the texts in June 2023.
		Modules
		The real-world challenges
		Robots
		Automation
		Group presentations with practical applications of Personalization and Recommender Systems

Faculty Short Bio

Edgard Charles Stuber holds a Ph.D. in Philosophy from UNISINOS (Universidade do Vale do Sinos). Master's degree in Strategic Design and Bachelor's in Mechanical Engineering. He has his own innovation consultancy and, since 2010, has helped organizations from different sectors generate value. Before that, he worked for over 29 years as a senior executive in the areas of R&D (research and development), Marketing, Sales, Strategic Planning and Innovation at Freudenberg and Stihl, two multinational companies in the automotive parts industry and machinery sector, respectively. Currently, he is a researcher on decision-making processes using Artificial Intelligence and is a professor at INSPER, FIA/USP, USP/ESALQ and PUCRS.

Leadership for Change

Professor

Aloísio Buoro, Ph.d. – Insper

Overview

This course aims to prepare students for leading change in this era of post – covid. The material focuses on four aspects: the foundational concepts of leadership, concerns for leveraging Diversity in business, patterns of managing and trends in the work environment in the near future, and competencies for organizational change. Classes will be in-person, and time will be spent on a mix of lectures, discussions, and guest speakers. Assignments will be two case studies and a final project.

The course objectives are

Master your leadership path. Basic knowledge about the field of leadership is valuable for work in a range of fields and practices, including change management, consulting, and advising senior management.
Identify the course of action using diversity and new forms of the work environment as a guide to improving organizational performance. This course highlights elements of diversity and working in an environment that deserves professional scrutiny.
Analyze change management opportunities. Leadership is the core skill in managing change therefore, change management must be complemented by analyses of strategy, diversity, and work environment.

Themes

· Leadership: Managing yourself Defining Purpose
· Diversity, Business, Inequality, and Discrimination around the World
· Organizing Work, and Defining Purpose
· Change management

Bibliography

· ''Harnessing the Science of Persuasion,'' Cialdini. Harvard Business Review, 72- 79.
· ''The Adaptable Leader''

- Thomas Piketty, and Emmanuel Saez, "Inequality in the Long Run." Science 344(6186)
- (2014):838– 843.
- "U.S. Board Diversity Trends in 2019." Institutional Shareholder Services.
- Cat Davis and Dorian Warren, "Walmart exploits Black lives while paying lip service to
- Black Lives Matter," Think (June 18, 2020).
- What We Owe Each Other: A New Social Contract for a Better Society Dame Minouche Shafik Chapter 5 – Work
- Talya Bauer and Berrin Erdogan, "Motivating Employees Through Job Design,"
- Organizational Behavior
- Tony Schwartz and Christine Porath, "Why You Hate Work," New York Times, May 20,
- 2014
- Leading by Leveraging Culture," Chatman & Cha. California Management Review, 20–34.
-

Dynamics

Prerequisites are simply curiosity and willingness to read about, understand, and discuss the fundamental basics of the underlying issues of Leadership, Diversity, and Change management.

Your participation grade will be based on attending class on time, for the full period, and adding value during the class discussions, speaker interactions, and case study reviews. Students should ensure their calendar will allow for attendance at every class prior to registering for the course. The class will be a better experience all around if students bring opinions and ideas with them to each class, and if the classes themselves are highly interactive.

Case Studies

Each student is required to individually digitally submit a 2– 3 page case summary analysis of each of the cases covered prior to the start of class on the day of the case discussion.

The focus of the write–up should be on analysis discussion. All students should be prepared with notes from their analysis to kick off and actively participate in the class discussion.

Group Project

The project for this course offers groups of 2–4 students the opportunity to do a deep dive into how a particular company will face a change management initiative by applying the material from this course as a framework. You will be assigned to a group. We will further introduce this project during the week.

Study Groups

We recommend forming a study team with around five classmates early in the course to perform team assignments and meet to discuss class learnings. Experience suggests this will significantly increase your understanding of the concepts and the amount of learning you take from the course. It is recommended those who do not have a personal background join with others who do for the benefit of both parties. Pairing with others will enable the less practical student to ask direct questions about the topics, while the more technically oriented student will enhance his/her ability to present the knowledge in a comprehensible way.

Evaluation Criteria

30% pre–reading, 20% study write–up, 30% group, and 20% participation in class. The class will be a better experience if students bring opinions and ideas to each class and if the classes themselves are highly interactive.

For the 20% of participation:
- 100% – Attends class and contributes in ways that synthesize and build on the course materials.
- 75% – Attends class and occasionally contributes to the discussions.
- 50% – Attends class.

Faculty Short Bio

Aloísio Buoro

Is a Ph.D. student in Business Administration at the University of Saint Gallen. He holds a master's in Business Administration from the University of São Paulo (FEA–USP). Graduated in Economics from the University of São Paulo (FEA–USP) and Marketing from Escola Superior de Propaganda e Marketing (ESPM). Certification in coaching, scenario strategies and systems dynamics. Consulting in Organizational Strategy and Human Resources, both nationally and internationally, for more than 13 years, working in sectors such as transportation, finance, services, consumer goods, oil and gas, among others. Implementation of leadership development programs in several companies in the private and public sectors.

International Purchasing Strategies

Professor

Irène Foglierini, Ph.D. – ESCP Business School, Paris, France

Overview

The purchasing function has become a strategic function in all sectors of activity. Purchasing represents between 55 to 85% of company turnover. To meet strategic challenges, both financially and in terms of new regulations (risk management, sustainable development, innovation), new tools and practices have been put in place.

The supplier market, despite the current post–Covid trend of localism, is international. Consequently, buyers must also integrate all supply chain issues into their strategic thinking.

Description

This course intends to give the participants a vision of the strategic role of purchasing function and the fundamental tools used by the professionals of the function (managers or consultants).

The course objectives are:
- To familiarize students with key issues about purchasing strategies and practices in an international market.
- To enable students to make a diagnosis of the practices and elaborate new strategies.

This course does not have prerequisites. It is a 16–hour course and will include a case study, group exercise, or another interactive discussion component.

Themes

· Procurement scope and development: Is procurement a strategic function? Measure the maturity of procurement function, the global procurement process, choose the best procurement structure, the procurement information system, sustainable development and purchases.
· Manage your suppliers: Suppliers and innovation, developing partnerships with strategic suppliers, measure the supplier's performance, help your supplier to improve
· Portfolio Analysis: Methodologies to analyse the purchasing portfolio, the main levers of purchases, procurement strategies
· Make or buy strategy: Outsourcing methodology, pitfalls
· How do we measure procurement performance? What's performance in procurement? Measuring procurement performance, performance metrics in procurement

Bibliography

LYSONS Kenneth & FARRINGTON Brian, Purchasing and Supply Chain Management, Pearson Education, 9th Edition, 2017.

Evaluation Criteria

Weight	Examination
50%	Attendance to class, readings, constructive participation in class discussions, quality of group work, case resolution, and exercises
50%	Written assignment to be sent by e-mail to the professor until July 16th, 2022

Faculty Short Bio

Irène Foglierini

Holds a Ph.D. in Strategies & Management from Université de Paris Sorbonne, Master's degree in Strategies & Management by HEC/ University of New York.
She served as VPP (Vice President of Purchases) in the health and automotive sectors. She also worked as Senior Consultant in Purchasing and Supply chain in the Big 4 Consulting Groups.
Professor at ESCP Business School, she manages all courses in private and public procurement. She is also Professor at Université Paris Cité in public purchasing.
She is President of Purchasing Committee of APHP (39 public hospitals in Paris area).
She is also responsible for the Purchasing Master for African countries.
She has written several articles about purchasing and supply chain and participated in several international congresses. Elected ``Purchasing Personality'' in 2018 by French professionals.

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