Brazil is the fifth most populated country in the world and Portuguese the sixth most spoken language in the world. A recent report by Goldman Sachs estimates that Brazil will be among the top five largest economies by 2030, with a forecasted growth rate of 5% and more than $30 billion in portfolio investment to Brazil in 2010 alone. Due, in part, to its ample natural resources, Brazil is also a global leader in the business sustainability movement. At the same time, business owners in Brazil face great challenges, such as limited access to capital, high labor costs, and extensive red tape and bureaucracy.

The global residency is the hallmark of the George Mason MBA program and provides a platform to develop and deepen a global mindset. The course builds on the foundations developed in the MBA program and is designed to give students an opportunity to develop personal familiarity with a cross-cultural environment and issues faced by global managers. Beyond the social and cultural dimensions that the course explores, the residency in Brazil will focus on developing an increased understanding of developing and managing business in a rapidly growing economy that is also defined by strong government influence and a history marked by contentious trade relations with the U.S.

By providing opportunities to hear directly from South American managers and entrepreneurs as well as U.S. expatriates doing business in Brazil, the residency will build on the foundations developed in the MBA program. We will explore applications of core ideas in situations involving rapid economic growth, complex trade and globalization policies, a strong role of government on topics ranging from strategy,
entrepreneurship, and human resources to accounting, finance, and operations. You already have some experience with the U.S. business environment. The residency will allow you to compare and contrast that with the business environment in Brazil. Below are some of the themes that you will be thinking and reflecting on, both in pre and post-trip reading assignments and during the trip:

- Political history of Brazil and how it has impacted the current business climate
- Brazil’s state of economic development and its impact on the demand for goods and services
- Brazil’s natural resources and their impact on the domestic economy and international trade
- Brazil’s workforce characteristics and the implications for labor supply and career development
- The legal environment (e.g., laws for starting a business and enforcement of contracts) and its impact on business in Brazil and multinational corporations
- Significant social and cultural norms that affect the conduct of business in Brazil

Course Goals and Objectives

Global Industry Competence
During this trip, you will build your knowledge of global industries and economies.

- What are the opportunities and obstacles to doing business in a foreign country, particularly one that is emerging economy?
- What are the products moving around the world and how do they play a role in determining growth of countries, currency markets, and political turmoil?

Cross-cultural Career Competence
We will attempt to better understand careers and career development in other countries.

- What are most common career paths for MBAs in emerging economies?
- What does it take to be successful when doing business in South America?
- What are is your level of cross-cultural competency and how can you build on it?
- How do individuals in other cultures respond to certain organizational culture values and career ideologies, and more specifically, those that come from the U.S?

MBA “Capstone” Competence
This course provides a platform for you to test out your MBA knowledge in a “laboratory” setting.

- Can you find a feasible career opportunity that involves Brazil?
- Can you engage in due diligence in developing that career path involving Brazil, i.e., its products, people, or services, and vetting it out?
- What does it take to be a successful entrepreneur, consultant, or manager, trade partner, or expatriate in Brazil?
# U.S. Pre- and Post-trip Meetings and Assignment Deliverable Schedule

<table>
<thead>
<tr>
<th>Event</th>
<th>Assignment</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Pre-trip Meeting #1</td>
<td>“Brazil: Leading the BRICs?” <em>Harvard Business School</em> <em>Case # 9-711-024,</em> 2011. (HBS publishing link)</td>
<td>October 25, 6:30 – 10pm</td>
<td>Fairfax: Enterprise Hall Room 174</td>
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<td><strong>Deliverable:</strong> Residency preferences online survey.</td>
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<tr>
<td>Pre-trip Meeting #2</td>
<td>“Philip Reade” <em>Stanford Graduate School of Business Case # E-183.</em> (HBS publishing link)</td>
<td>November 8, 6:30 – 10pm</td>
<td>Arlington: Founders Hall Room 118</td>
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<td><em>Brazil on the Rise</em> (book). Read Intro and Chapters 1, 6-9.</td>
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<td><strong>Deliverable:</strong> Come Prepared to Discuss Possible Business Ideas.</td>
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<td>Pre-trip Meeting #3</td>
<td>“Brazil: An in-depth survey of the opportunities and challenges of the Brazilian economy.” <em>Exame</em> Special Issue, 2012. (Blackboard)</td>
<td>November 22, 6:30 – 10pm</td>
<td>Fairfax: Enterprise Hall Room 174/178</td>
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<td></td>
<td>“Washington Wizards’ Nene receives poor reception in Brazil homecoming” <em>Washington Post,</em> 10/12/13. (Blackboard)</td>
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<td></td>
<td><strong>Deliverable:</strong> Industry Report. Be prepared to present findings.</td>
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<tr>
<td>Doing Business in Brazil Assignment</td>
<td><strong>Deliverable:</strong> Team Assignment Summary.</td>
<td>January 3, 5pm</td>
<td>Blackboard</td>
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<tr>
<td>Business Plan Team Project Presentations</td>
<td><strong>Deliverable:</strong> Executive Summary due by e-mail 48 hours before presentation. Hard copy of Project, Presentation Slides due by start of class Feb 22nd.</td>
<td>February 22, 8:00am – 1:00pm</td>
<td>TBA</td>
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Required readings:


(2) Harvard / Stanford Business Cases. $3.95 each, available at course website: https://cb.hbsp.harvard.edu/cbmp/access/22667675.

(3) Current industry analyses and newspaper articles. Available on the course Blackboard website and/or handed out in class.

To succeed in this course, you must not only read the assigned cases/papers, but you must also analyze them carefully. Come to class prepared to discuss the readings. Think about each reading from both a conceptual and a practical perspective. As you read the papers, ask yourself:

- What are the key points being made?
- How can I critique the arguments being made?
- So what? Why does this matter for doing business in Brazil?
- What are the implications for my career prospects in international business?

Deliverables

1. Class Participation (20% of course grade)

Engaged participation means attending all seminars, site visits, and other activities and actively engaging in the discussions by asking appropriate questions and participating in the group discussions. Students must be able to attend all of the class sessions scheduled prior to our departure, each of the business visits in Brazil, and our final session.

2. Company / Industry Expert Report (10% of course grade)

For this assignment and for the business idea project, students will be placed into 5 or 6-member teams, each of whom will be responsible for preparing for one or more companies / industries. The team should prepare a PowerPoint report and presentation on the company / industry, which should include a summary of the company / industry to be visited and detailed possible questions to ask the company/agency representatives in light of the readings above. Team should be prepared to give a 15 minute overview of the company during the third pre-residency meeting. During the site visit associated with this company / industry, the assigned group will be the “leaders” and will introduce our class, GMU, present any gifts we have, and be first to ask questions.

3. Doing Business Report (10% of course grade)

The goal of the assignment is to pool effort across teams in order to create summary documents that provide a complete picture of different aspects of the business
environment in Brazil. The objective is to develop this understanding not only of Brazil from the perspective of a U.S. business, but also its comparison with the U.S. using uniform analysis applied by the World Bank. Teams will be assigned one of two kinds of summaries:

A. Doing Business Executive Summary (Teams 1-4)

Using the World Bank reports (see “Assignment Supplementary Material” folder in Blackboard), prepare an Executive Summary that provides essential elements through a comparative analysis of the two economies (U.S and Brazil). The purpose is to obtain a view across countries based on common metrics. These reports look at various aspects of starting and doing business within each country, importing, and exporting. Please make sure to read the basis for these metrics, their interpretation and limitations.

Approach the Executive Summary from a business executive’s perspective, i.e., if you were provided such document, what would you consider as essential elements that sufficiently capture all the aspects. You may use charts/graphs/tables as you see best conveys the information.

Each Team is assigned two sections, requiring one Executive Summary for each section.

B. Executive Summary for U.S. Companies (Teams 5-8)

The U.S. Commercial Service Report “Doing Business in Brazil 2011, Country Commercial Guide for U.S. Companies” (see “Assignment Supplementary Material” folder in Blackboard) is prepared for U.S. Companies exploring opportunities for export to the country, and are thus written from the perspective of catering to a U.S. firm. Using this report, prepare an Executive Summary whose purpose is to obtain a summary view for a U.S. business interested in exporting to Brazil. Focus on the essential elements when preparing the document.

4. Research Paper / Residency Blogs (10% of course grade)

The purpose of this research paper is to expand your knowledge base prior to the Global Residency in Brazil. In this research paper, you should address one of the following topics:

1. What makes Brazil a desirable country in which to invest and/or pursue an entrepreneurial career? What dangers lie ahead?
2. Trade relations between the U.S. and Brazil have been particularly contentious since 2001. What do American businesses need to think about when doing business in and/or trading with Brazil?
3. What are the costs and benefits of high labor costs for business owners and employees, especially those in the lower and middle classes of society?
4. What are the opportunities and challenges associated with developing sustainable businesses in Brazil?
5. Does inequality in Brazil hinder business development or does it provide opportunities for new businesses involving people at the bottom of the pyramid?
6. How do professional men and women in Brazil balance having a successful career with family life (e.g., having and raising children, elder care)? What are the biases associated with gender-congruent and gender-incongruent career decisions along the way?
7. Pick an industry in Brazil (e.g., agricultural goods, oil, airplanes, technology goods, telecommunications equipment) and discuss the history of that industry. What challenges do businesses face in growing that industry?
8. Other? If you have another idea, send it to me.

Papers should be approximately 1200 - 1500 words (approximately 5 pages), 12-point font, double-spaced, with a separate page for your outside references in MLA or APA format.

5. Business Idea Team Project (50% of course grade)

The purpose of this project is to develop a strategic plan for exploiting a business opportunity in Brazil. There are three options for developing a business idea for this project: (1) Create a small business, (2) Extend an established business, or (3) Modify an established business. Treat this assignment as a capstone for your MBA core classes. You should incorporate knowledge you have learned from your MBA core classes in Strategy, Marketing, Management, Operations, Accounting, and Finance in your project. The report must not exceed 20 pages (single-spaced, not including references, and supporting information provided separately in tables, charts, graphs, maps, etc.). Teams will deliver a 30-40 minutes presentation of their idea in the post-residency meeting.

6. Extra Credit Opportunity (up to 2% extra credit)

I strongly encourage you to take an hour or so and explore a party of the city in your free time and engage in a discussion with a Brazilian citizen. Post one page of “fieldnotes” from your discussion on the Blackboard Discussion board marked “Extra Credit Assignment”.

EVALUATION

Every graded deliverable in this class will be given a letter grade. In a course like this, there are generally three levels of understanding that you can demonstrate to receive a B grade or better. The first level is correct explanation and application of the concepts (B-/B level work); the second level is correct explanation of the concepts along with a demonstration of somewhat creative thinking OR an exceptionally accurate description of concepts (B+/A- level work); the third level is correct explanation and demonstration that you have thought enough about the concepts and their application to have significantly learned from that thinking and gained insight (A/A+ level work). Thus, to earn A/A+ grades in this class, you not only have to know the material, but you
have to challenge your thinking on the topics, engage the material at a deep level, and be willing to think critically about the implications of what you are learning.

**Instructor Background**

Olivia (Mandy) O’Neill holds a B.S. in Psychology from University of Maryland and a Ph.D. in Business Administration from Stanford University, where she was a National Science Foundation Graduate Fellow. Prior to being on the faculty at Mason, Professor O’Neill was at The Wharton School, University of Pennsylvania, where she taught Negotiations, and the Terry College of Business, University of Georgia, where she taught Leadership, Organizational Change, Organizational Behavior, and Introduction to Management.

At Mason, Professor O’Neill teaches the core MBA Organizational Behavior course, the MBA Global Residency Course, and Principles and Practices of Management at the undergraduate level. Professor O’Neill is also actively engaged in organizational research, employing both quantitative and qualitative methods to the study of organizational culture, emotions in the workplace, and MBA careers. She has worked with diverse array of organizations across a wide range of industries in the U.S., including health care, technology, emergency services, and retail. Her research has also taken her abroad to London, England, where she conducted six months of ethnographic research in the hospitality industry, and central Mexico, where she conducted six months of ethnographic research for Cisco Systems on best practices at the Cisco Networking Academies.