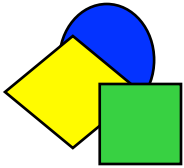


Ambiente de Negócios no Brasil e Desenvolvimento de Talentos Globais



Edgard Cornachione, Ph.D.

Topic #07

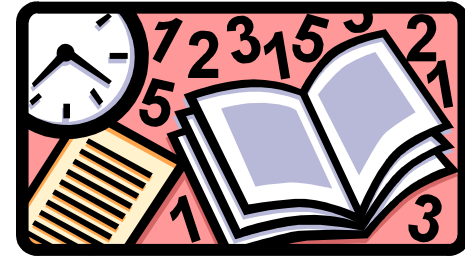
But first...



Tarefas:

- Leituras

**(Perkowski 16/17; Amando & Brasil
O'Keefee & O'Keefee)**



Trabalho Final:

- Roteiro de Entrevista



Moodle

<http://moodle.stoa.usp.br/>

Cadastro!

[Número USP]



Questão da Semana:

Surprise Me!

Warming up...



Temas



- Contexto Sócio-econômico e Cultural Brasileiro
- *Ambiente de Negócios no Brasil*
- *Aspectos Legais e Formais*
- Economia e Mercados
- Setores Agrícola, Industrial, e de Serviços
- Inflação Juros e Câmbio
- Planejamento e Controle nas Organizações
- Gestão de Pessoas e Desenvolvimento de Talentos

Doing Business in Brazil



<http://www.doingbusiness.org/exploreeconomies/?economyid=28>

Hofstede & Cultural Values



Power distance

Individualism vs. Collectivism

Masculinity vs. Femininity

Uncertainty avoidance (strong vs. weak)

Long-term orientation

Hofstede & Cultural Values



BRAZIL

USA

Power distance

Relatively High

Relatively Low

Individualism vs.
Collectivism

More collectivist

Individualistic

Masculinity vs.
Femininity

Middle

Tend to masculine

Uncertainty avoidance
strong vs. weak

Relatively strong

Relatively weak



Cultural Values



http://www.geert-hofstede.com/hofstede_brazil.shtml

Cultural Values (*comparison*)



http://www.geert-hofstede.com/hofstede_dimensions.php



Paper O' Keefe & O' Keefe



Business environment...



People / Social Interaction

Good Deal

Legal aspects / State “power”

Language Barrier (small companies - translator)

Interest rates

Exchange rates

Large numbers (internal market)

Schedule / Delays (“easy going”) / Middle-man

Costs of logistics (ports of entry...)

Business approach...(old?)



Managerial performance - immediate view

Lack of strategic planning

Decisions - centralized at superior hierarchical levels

Organizational structure - excessively hierarchical

Control – punitive / follow-up

Negotiations - winners lose and losers win

Main conflicts – no open discussion

Fear of assuming risks - behavior of “pushing the problem upwards”

Organizational discourse tends to be participative (**discourse vs. practice**)

authoritarian-benevolent vs. deliberative-consultative

Ease in determining weaknesses / Great difficulty in finding strengths

Managerial vs. technical positions (but “technical competence”)

Family – control issue (family business)

Business approach...(old?)



Avoid direct confrontation (managers – “fix things up”)

- dream of eliminating conflicts inside organizations
- avoiding difficulties thanks to personal interventions (equilibrium)

Personal relationships - signs of an open mind and empathy

- sensitive to the human dimension of work
- “Brazilians cannot depend on a legal system to iron out conflicts,
so they depend on personal relationships” (Graham & Herberger, 1983)

Managers - convinced that they are paid to know

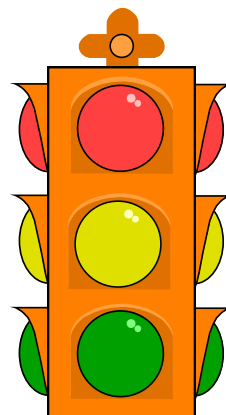
- in front of subordinates, they do not tolerate uncertainty

Closer to **French & Italians** / “social approach” (Inzerilli and Laurent, 1983)
(Mediation: FR – System D / Italy – Combinazzione)



Moodle, links

CNN,
Maria-Brazil (body language)...





Projeto Final

Andamento



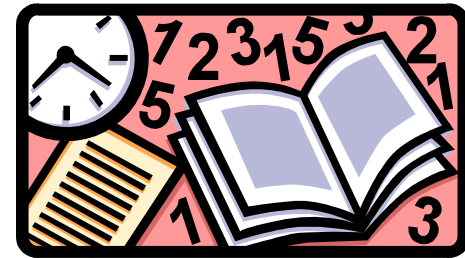
Relatório de Experiência

Próxima aula...



Tarefas:

- Leitura prévia (Learning Agility)**
- Projeto**



Atividade (postar no Moodle):

A1) Reflexão crítica (SURVEY)

A2) Surprise me!