

FGV EAESP PRME REPORT 2017-2019

Sharing Information on Progress
to Implement the Principles for
Responsible Management
Education

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MESSAGE FROM THE DEAN

FGV EAESP has a long and successful history; it is a pioneering business and administration school in the southern hemisphere. To maintain its position as a major school in emerging nations, it tirelessly pursues the best in research and teaching. In recent years, the school has been renewing itself through initiatives designed to not only turn it into a Global South reference but also a partner in the world's main knowledge centers.

We have a permanent commitment to renewing our faculty talent pool, expanding investment in our applied research centers that connect with practice, and following international educational trends. The Intent Program and the immersion weeks, detailed below, clearly illustrate this process. The school is increasingly international, opening its doors to partners around the world and helping our students connect with leading-edge research. Today we have 177 courses taught in English language and many of our faculty come from other countries.

We are also increasingly concerned about our role leading discussions on ethics, sustainability, and business social responsibility.

Our research centers, programs, and faculty have all been actively engaged with this agenda. Additionally, our social activities, facilities, courses promoting diversity and social inclusion have been our tools to create a favorable environment to disseminate Agenda 2030. Working with different sectors of society, FGV EAESP is set on becoming a reference for shaping a sustainable and dignified future for all humankind.

Enjoy your reading!



Luiz Artur Ledur Brito
Dean of EAESP



FGV EAESP: BACKGROUND

FGV EAESP has a history of success, leadership, and internationalization in Brazil. Founded in 1954, its undergraduate program became a primary source of influential leaders driving São Paulo's leadership in the industrialization of Brazil. In the 1970s, the school diversified and set out on an internationalization process, becoming a member of the Association to Advance Collegiate Schools of Business (AACSB) in 1970 and joining the Partnership in International Management (PIM), which had just been founded by Ecole des Hautes Etudes Commerciales (HEC), New York University (NYU), and London Business School (LBS). The diversification included the successful creation of Research Master's programs as well as CEAG and CEAHS, MBA-like programs that became synonymous with high-level graduate studies in São Paulo. Launched in 1974, the PhD program was one of Brazil's only two in business administration until the late 80s. In 1990, EAESP introduced a second PhD program in public administration and government. In 1993, the school launched a full-fledged MBA, offering a master's degree (*stricto sensu*) within its Research Master's program. This changed into a professional Master's in 1997, when the Brazilian Ministry of Education regulated professional master's programs.

The school continued to grow and consolidate its reputation and leadership in the 1990s, launching executive education programs and consulting activities. In 2000 it earned its first international accreditation by AACSB, followed by the EFMD Quality Improvement System (EQUIS) in 2001. In 2004, it received the Association of MBAs (AMBA) accreditation, becoming a triple-crown school at a time when less than two dozen schools in the world had that status. It was the only triple-crown school in Brazil until 2017.

In early 2000, the school underwent a significant change in its integration with FGV, when consulting and executive education activities were transferred to national FGV divisions. FGV also established new schools in São Paulo: Economics (2003) and Law (2000). Even in the face of these new constraints, the school continued its internationalization and development successfully renewing the accreditations until today. It entered new international partnerships with over 100 schools, established joint programs like the OneMBA and CEMS, and engaged in international networks such as the GNAM and others. The school is Brazil's best known and most internationally connected, being part of a group of leading business schools worldwide.

During the past two decades, the school maintained its growth momentum, launching an undergraduate program in Public Administration (CGAPG) (2010), a professional Master's in Public Administration and Public Policy (MPGPP) (2009), a pre-experience professional Master's in International Business (MPGI) (2009), a specialization program (MBM – Master's in Business Management, 2012) targeted at young professionals, and a professional Master's in Management for Competitiveness (MPGC) (2016). The PhD program in Business achieved the maximum grade 7 in the Brazilian Ministry of Education's evaluation of graduate programs in 2012, confirming this status in 2016 when the PhD in Public Administration and Government was raised to level 6. Currently, the undergraduate program has seven double-degree agreements with international schools. One part of the undergraduate program has been entirely taught in English since 2015, expanding the possibilities of recruiting and hosting international students.

FGV EAESP: PURPOSE AND STRATEGIC PILLARS

Our **mission** is:

To develop and disseminate knowledge in the field of public and private business that improves the quality of life of people and supports the country's social and economic development.

To maintain excellence in the quality of teaching, academic output, and research, so that Brazil has a school whose standards are comparable to those of the best institutions worldwide.

To publish the findings of its research and studies of interest to other institutions, providing Brazilian society with new knowledge in the field of business management.

Our **vision** is to be a school internationally acknowledged for its excellence.

Seven main **strategic pillars** guide the school's initiatives:

1. Financial sustainability and growth
2. Connection with practice – research and teaching
3. Adaptation to new teaching and learning trends
4. Internationalization
5. World-class research
6. Leading role in Ethics, Social Responsibility, and Sustainability
7. Faculty development and renewal

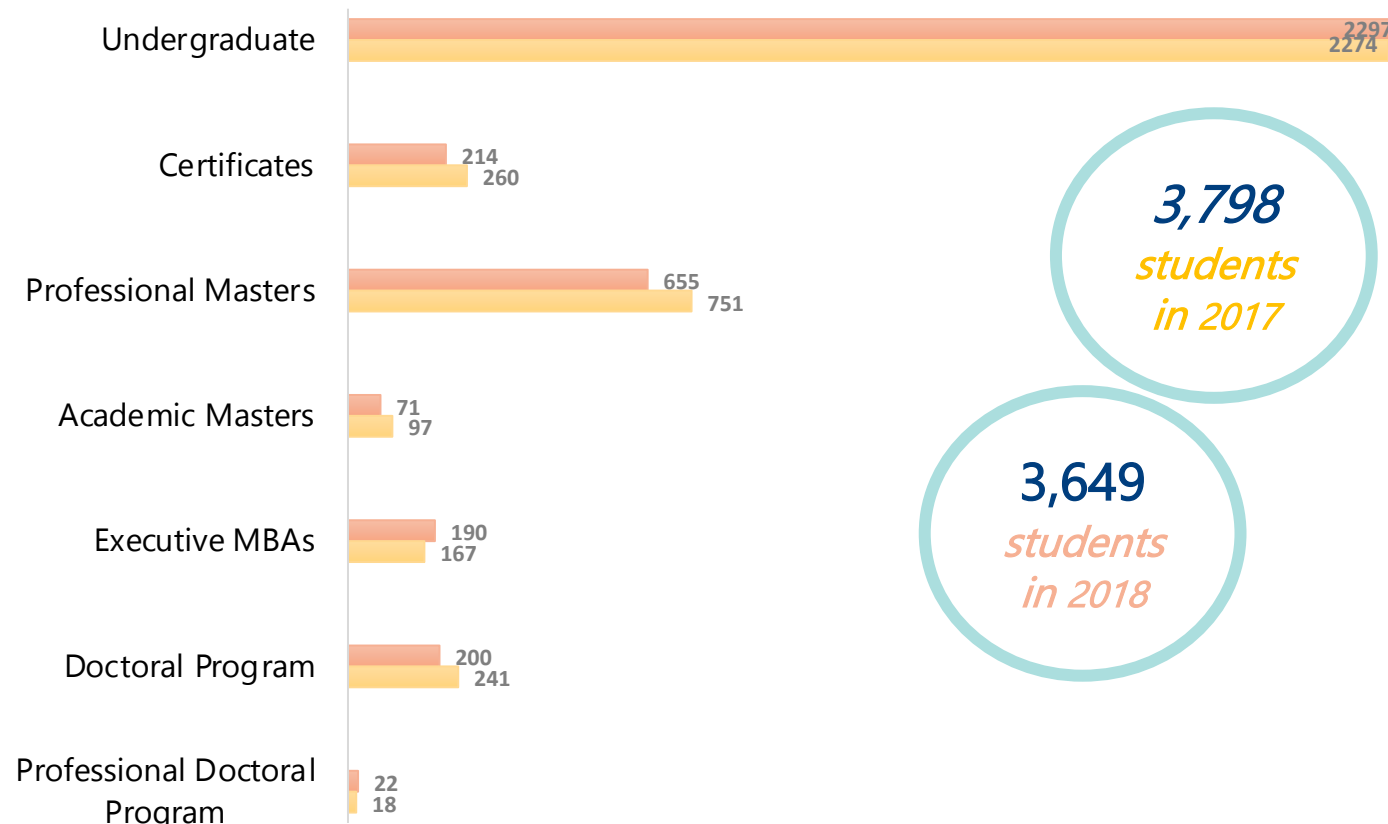
PRME Principle | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and how to work for an inclusive and sustainable global economy.



FGV EAESP: OVERVIEW

Our students



More about us

1/3 of undergraduate students receive scholarships

106 international partnerships in 38 countries

30 student organizations and groups

500 international students attend our programs every year

40,000 members of the alumni network

Research centers

CEPESP – Public Sector Politics and Economics Center
 CND – New Developmentalism Studies Center
 FGVceapg – Public Administration and Government Studies Center
 FGVcef – Finances Studies Center
 FGVcei – International Competitiveness Studies Center
 FGVcelog – Logistics and Supply Chain Excellence Center
 FGVcemif – Microfinancing and Financial Inclusion Studies Center
 FGVcenn – Entrepreneurship and New Business Center
 FGVcepe – Private Equity and Venture Capital Studies Center
 FGVces – Sustainability Studies Center
 FGVcia – Applied Information Technology Center
 FGVcev – Retail Excellence Center
 FGVethics – Ethics, Transparency, Integrity, and Compliance Studies Center
 FGVsaúde – Health Planning and Management Studies Center
 Innovation Center
 Finances Institute
 NEOP – Organizations and People Studies Nucleus
 FGVredes – Digital Social Media Marketing and Communication Nucleus

Our accreditations







TEACHING AND LEARNING AT FGV EAESP

PROGRAMS OFFERED

Undergraduate

CGAE CGAP

Future managers

MBM MPGI

Professional training

CEAG CEAHS

In search of excellence

MPA OneMBA DBA

In-depth knowledge

MPGPP MPGC – 7 AREAS

Academic excellence

CMAPG CMAE CDAE CDAPG



A group of five young adults, three women and two men, are walking together on a paved path in a lush garden. They are all smiling and looking towards the right. The woman on the far left has curly hair and glasses, wearing a dark green top. Next to her is a woman with long braids wearing a white off-the-shoulder top. In the center is a man with glasses and a striped shirt. To his right is a woman with long blonde hair wearing a white top and blue jeans, carrying a backpack. On the far right is a woman with long brown hair wearing a white top and wide-leg patterned pants. The background features a vertical garden wall and various green plants.

UNDERGRADUATE

For those pursuing
more than a diploma and
who want to transform
society and the market

Undergraduate Degree in Business Administration (CGAE)

Established in 1954, the **Undergraduate Degree in Business Administration** has continually changed over this period to preserve its innovative spirit. Its underlying principles are ethics, sustainability, entrepreneurship, a systemic vision, and critical thinking.

The program's many initiatives encourage students to develop skills that will contribute to businesses and society.

Required courses include **Philosophy and Ethics** and **Sociology and Modernity**, while elective courses cover **Social Entrepreneurship**, **Microfinancing**, **Social Inclusion**, **Economics** and **Social and Environmental Issues**, **Corruption**, and **Business Sustainability**.

Also, students have the possibility to engage in social and environmental **extension activities** that teach competences, develop citizenship, and make EAESP part of the community.

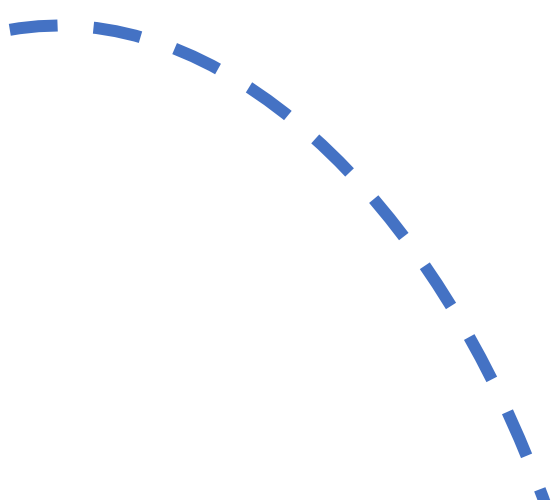


Sustainability XXXX, a course taught by Prof. André Carvalho

The course is designed to examine how social and environmental issues are incorporated into global value chains and the role different types of organizations (small to large businesses, cooperatives, farmers, NGOs, government, etc.) play in guiding these value chains to sustainability. The course also identifies conflicts and best practices in value chains where Brazil is a relevant player.

Examples studied include the meat and soybean supply chains and well as suppliers of global food, beverage and apparel corporations strongly committed and voluntarily adhering to the Sustainable Development Goals. These chains allow us to investigate the role of global corporations (e.g., Nestlé, Unilever, Timberland, Adidas), trading companies (Cargill, ADM, Bunge, AMaggi), trade associations (ABAG, Abiove), NGOs (Greenpeace, WWF, Conservation International, The Nature Conservancy), and farmers (Aprosoja). The course examines opposing points of view and inter-industry initiatives (Soybean Moratorium and the Brazilian Coalition on Climate, Forests and Agriculture) that promote sustainability in these chains, incorporating social and environmental traceability and commitments to reducing deforestation of the Brazilian Amazon and Cerrado regions.

The course also covers benchmark examples of sustainable value chains. It invites managers of companies like Natura Cosméticos (<http://www.natura.net>) and Veja Sneakers (<https://www.veja-store.com/>), whose business models suggest an alternative for value creation in the Brazilian Amazon, sustainably using the resources of biodiversity and generating opportunities for extractivist communities.



PRME Principle | Value: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Global Compact.

Integrated Education for Sustainability (FIS) is a course developed by the **FGVCes** research center.

FIS was designed for students majoring in business and public administration, economics, and law. It offers integrated education for sustainability to undergraduate FGV-EAESP students, promoting a profound transformation in representations, attitudes, and actions through the epistemological, experiential, and symbolic reflection, searching for a meaning in the professional career. The motivation behind the course is to recognize the independence between the individual and the collective production process and sustainability.



The FIS 2017.2 class. Students and faculty on a field visit.



The FIS 2019/1 class. Students and faculty join the community.

2017/2 – Entrenós class: Students of the 15th class created a lab area featuring trends and solutions for fashion's future, based on the cycle of life.

2018/1 – 2GRAU\$ class: Students of the 16th class were challenged to investigate low-carbon finances using awareness-raising videos.

2018/2 – com.fiar class: The 17th class had the assignment of writing an edition for the Revista Página22 ON publication, covering blockchains and social and environmental certifications.

2019/1 – De Mala e Cuia class: The 18th class produced a communication campaign to promote Community-Based Tourism (TBC) in Brazil.

Undergraduate Degree in Public Administration (CGAP)

The role of public administrators is not limited to government organizations. Their work encompasses fields as diverse as education, health, culture, sports, sustainability, social entrepreneurship, and consulting services for public organizations. The **Undergraduate Degree in Public Administration** is for students who aim to use public management and policies as tools for a fairer Brazil and world.

The course has a strong connection with experiential activities, and students carry out a series of assignments designed to bring them closer to professional life. These activities include field work in institutions, organizational diagnostics, and applied research on innovative experiences in public management. Also, a third-semester course on sustainable development is mandatory. It addresses issues related to environmental public policies such as the Forest Code and the Solid Waste Management Law, comparing them with European regulations.



Local Immersion in the municipality of Caruaru, state of Pernambuco. Students posing with local residents.



South-South Immersion in Colombia, focusing on urban development. Students with two city workers in Medellin.

Furthermore, the students attend **three required immersions**:

Federal Immersion (third semester): Lasting one week, its purpose is to bring the students close to the daily life of the teams that coordinate some of the key public policies in Brazil.

Local Immersion (fifth semester): Lasting 10 days, its goal is to expose students to the challenges states and municipalities face to implement policies on education, health, culture, local development, environment, public administration, minority issues, and public security.

South-South Connection (fifth semester): Lasting 30 days, its goal is to bring students closer to the social and economic realities of Latin American countries and learn from the policies governments are formulating to address key national challenges.

A testimonial on the South-South Connection initiative, supervised by graduate student Morgana G. Martins Krieger.

“As a supervisor and researcher, I am absolutely sure that the field of investigation open to South-South Connection students is a transformational experience. The curiosity, the engagement, the group discussions, and the learning built in the interaction between students and a new situation enhances the learning process. In this interaction, students have a critical and applied learning experience that is open to new possibilities.

In Medellín, for instance, at the same time we experienced the major and positive changes of recent years, we saw the negative impacts of this transformation that are often felt by poor families who must leave their territories. Discussions on the city model and the contradictions produced by urban policies were all part of the daily research work and heatedly debated among the group.

These issues made us come back home with some certainties, as well as much questioning. This questioning encouraged three undergraduate students to write their end-of-course assignments on the theme of urban and territorial planning.

These issues urged me to keep researching on Medellín. The expropriation process of the residents of the La Paralela and Doce de Octubre districts, for the construction of the Metrocable Picacho cable car service, was described to us during a public hearing at the local city council on our first day in Medellín. It remains one of the case studies in my dissertation.”



Photo taken on Cerro Picacho, Medellín, Colombia, in December 2017.



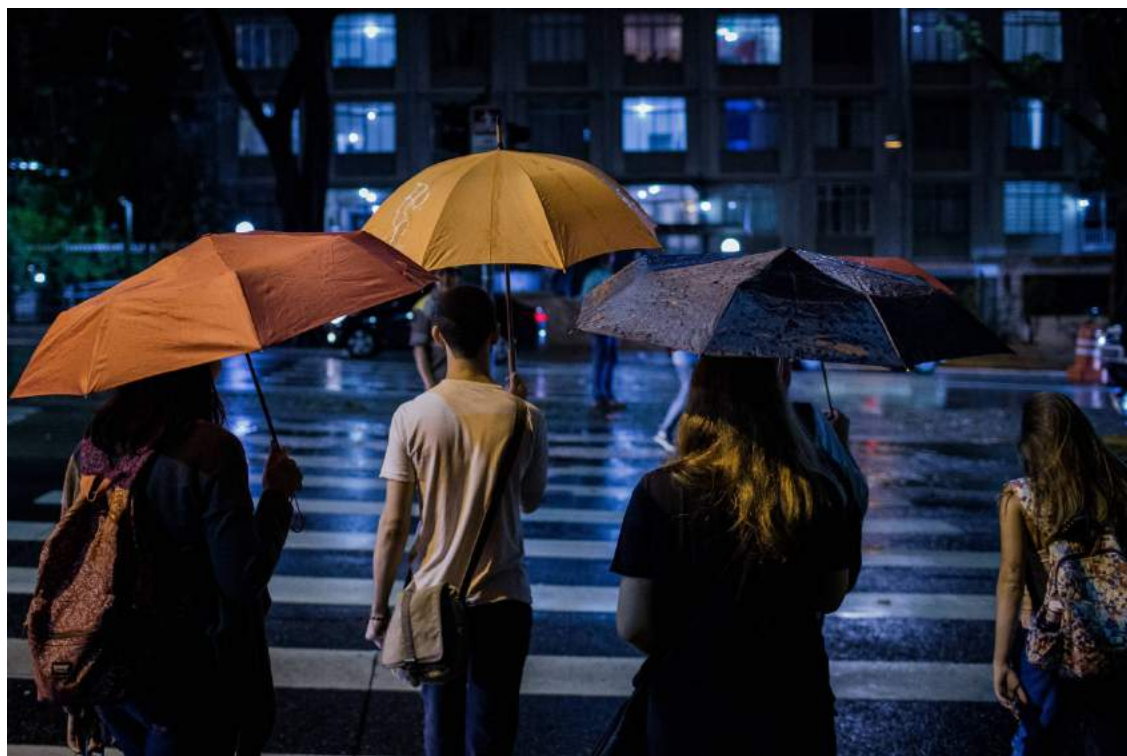
Night Management of Cities, a course taught by Prof. Burgos

Offered to students of the Undergraduate Degree in Public Administration program, **Night Management of Cities, a course taught by Prof. Burgos** took 18 students to explore the night of the city of São Paulo. The course took place in March, 2018, from 7:00 pm to 6:00 am.

The course objective is to **understand the challenges and potential of metropolitan public management at nighttime**. Each class covered a different theme, including food supply (going to CEAGESP, a produce wholesale center, and the main municipal market), social work (visiting a homeless shelter), leisure, entertainment, and urban mobility. Lectures start out in the classroom and continue with street walks, visits, and interviews.

In a story published by a local newspaper, Folha de S. Paulo, on March 26, 2018, Prof. Fernando Burgos said that “throughout the world there has been a public management movement looking into the night. As is happening in other cities, we must consider the night as an integral part of the city, rather than a time when everyone is asleep.”

Two of the students, Nathalia Bruni and Daphne Lilli, reported that **the course experience enabled them to see inequality** that is largely ignored. “Everyone with whom I talked to at CEAGESP or on the subway has been living at night for many years for lack of alternatives,” said Daphne. Nathalia, in turn, said that she “[thought] a lot about the family, the impact this has on the lives of people who have to work at night. This was an exercise in considering public administration as a way to improve the quality of people’s lives.”



Source: <https://www1.folha.uol.com.br/educacao/2018/03/em-aula-noite-afora-universitarios-exploram-a-madrugada-paulistana.shtml>



FUTURE MANAGERS

Prepare to take on your
first professional
management challenges

Master in Business and Management (MBM)

The Master in Business and Management (MBM) offers excellent education to graduates in any area who are interested in preparing comprehensively and responsibly for a professional career in business management. **The course is structured in a manner compatible with the MBM standards of AMBA and leading international accreditation organizations.**

Among the program's learning objectives **is helping students develop their capacity to identify and analyze ethical dilemmas** in their careers. Program courses have been developed and are analyzed based on their potential to help students achieve this objective, among other ones.



The competences and abilities students develop by the end of the program are directly associated with the learning objectives defined for that program. The Teaching and Learning Development Center (CEDEA) is responsible for disseminating and providing support to the school's teaching practices. Partnering with MBM coordinators, it defined that the study of ethics would be one of the program's pillars.

MPGI – Professional Master's in International Management

In this intensive program, **students study for six months at FGV EAESP and six months at one of the school's excellent partner universities**: CEMS (seventh best international master's, according to the Financial Times in 2017), Yale SOM (USA), HEC (Paris, France), Science-Po (Paris, France), Saint Gallen (Switzerland), Bocconi (Italy), Nova (Lisbon, Portugal), Columbia-SIPA, or Esade (Barcelona, Spain). Under the regular program, students can study one year at FGV EAESP and one year at a partner university. Either way, students earn a double master's degree.

Ulrich Garvert, MPGI class of 2017, earned a double degree from FGV and HEC Paris (CEMS Master in International Management) and is currently an Associate at the Boston Consulting Group, in São Paulo. According to Ulrich, "the CEMS program at FGV brought two benefits for me: on one hand, the relationship with the international community and also with the Brazilians. From the academic standpoint, there were courses that really helped me understand the country."

In his master's thesis, **Ulrich studied and compared the Brazilian and European textile recycling industries**. The research analyzed how both Europe and Brazil can learn from each other to improve the textile recycling process and increase the rate of textile recycling. It put the topic of textile recycling into a broader perspective of recycling and sustainable supply chains.



Ulrich Garvert, MPGI class of 2017



PROFESSIONAL TRAINING

Acquire a generalist
perspective and
technical foundations to
take on managerial and
leadership positions

CEAG – Specialist Program in Administration for Graduates

The Specialist Course in Administration for Graduates **is the first MBA program in Brazil to be accredited by AMBA.** It combines theory, practice, and excellence in teaching to train professionals with a global and up-to-date vision of management. The program is permanently evolving to meet and anticipate market demands. International experience includes various opportunities for immersion weeks and exchange programs with more than 80 partner schools.

The program offers many courses that help prepare world-class management professionals. The program looks at management education from a holistic perspective that includes **a course on sustainability and competitiveness designed to understand the social and environmental challenges of the 21st century**, discuss the bases of sustainability in the business world, and explore how companies incorporate this responsibility into their business model. The program also covers social and environmental tools and practices.



CEAHS – Specialist Program in Hospital and Health System Administration

The Specialist Program in Hospital and Health System Administration is the **first MBA program in health management in Brazil to be accredited by AMBA.**

It combines theory, practice, and excellence in teaching to train professionals with a global and up-to-date vision of management. The program is permanently evolving to meet and anticipate market demands.



CEAHS is designed to train professional managers in the healthcare industry, preparing them to achieve relevant results for their organizations and society as a whole, with a broad vision of both management and healthcare, global and local perspectives, and ethical stance.

One of the program's **learning objectives** is to prepare its students **to analyze issues and suggest solutions for ethical dilemmas.** Students are also expected to develop the skills necessary to **balance social needs and organizational performance** in their job.



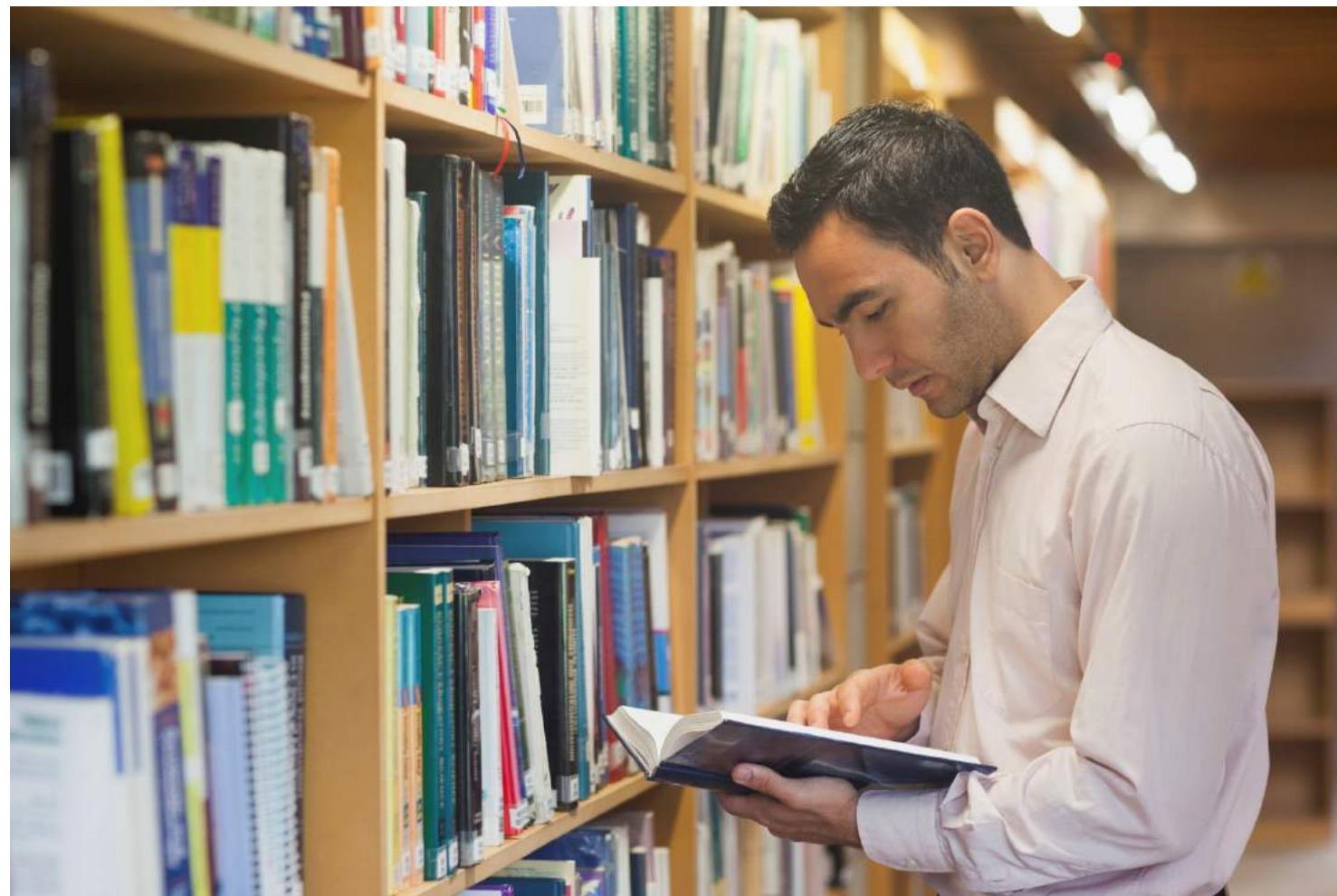
IN SEARCH OF EXCELLENCE

Develop a rich
network and grasp
opportunities to
internationalize
your career

MPA – Professional Master's in Administration

As the first professional master's in administration in Brazil, the MPA uses an **innovative format that combines rich classroom diversity**, brought by participation of professionals from across Brazil, Harvard Business School courses (leading to a certificate for successful participants), and international immersion weeks thanks to FGV EAESP's membership of the Global Network for Advanced Management, a group of renowned education institutions in 30 countries. **Students become part of a network of more than 600 alumni who hold senior positions in Brazil and abroad.**

In addition to 15 in-person meetings, students have **two weeks of classes at one of the member schools of the Global Network for Advanced Management**. Students can also attend an academic exchange program at one of FGV EAESP's more than 80 partner schools, apply for a double degree, and take optional courses towards academic master's and doctorate programs in management, economics, and law at FGV São Paulo's schools.



OneMBA

Established in 2002, OneMBA is a **global executive MBA** that imparts knowledge of the real business world through interpersonal relationships and a reflection based on applied theoretical foundations, enabling students to rethink their perspectives. **Immersions in international residencies, multicultural challenges, and a global faculty team** make the OneMBA experience unique in terms of credibility, recognition, and transformation in the way the world is understood.

It is currently recognized as the **Best MBA in Latin America** by the Financial Times and the **fifth best in the world** by CEO Magazine.



One MBA Class of 2017

Prof. Ligia Maura Costa teaches the Corporate Social Responsibility (CSR) course at OneMBA. This course examines the role CSR plays in the strategy of businesses, government, NGOs, and investors, in the private as well as the public sphere. It addresses the challenges companies face in earning profits and being "good" corporations.



Prof. José Garcez Ghirardi discusses business and society with his students. According to Guirardi, the undeniably challenging business environment in Brazil cannot be fully grasped without one's understanding of the wider institutional and social settings. Every aspect of corporate life mingles with the complex dynamics of the country's institutional and social projects. This course investigates the impact the institutional and social settings have on Brazilian business activities.

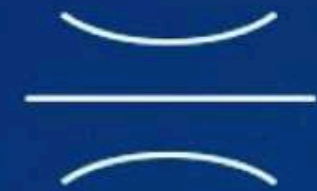


Prof. Richard Saito teaches Business Ethics, discussing in special the difficult decisions an executive often has to face. Saito refers to the ethical tradition of the Western culture and the issues raised by values and behaviors in a world where everything is relative.





The logo for 'one|MBA' is displayed in white on a dark blue background. The word 'one' is in a bold, sans-serif font, followed by a vertical bar and the letters 'MBA' in a similar font. To the left of the word 'one' is a circular icon containing a stylized map of the Americas.



DBA – Doctorate in Business Administration – Competitiveness Management

The **Doctorate in Business Administration (DBA)**, which focuses on **Competitiveness Management research**, has the main goal of educating professionals to lead transformative processes at organizations, combining the practical experience of participants with state-of-the-art management knowledge.

Unlike other academic doctorate research areas, designed to educate professors and researchers, the Management Competitiveness research area **prepares agents of change to work at organizations**. To this end, it brings together distinct content and unique development dynamics. The DBA dissertation must be an applied paper that contributes to improving management practices, models, and businesses or organizations' results.

Aron Belinky is currently enrolled in the DBA program and is a practitioner, researcher, and professor on sustainability, social responsibility, and sustainable production and consumption. He heads the Sustainable Production and Consumption Program at the FGVces, is the author of several papers and **one of the main voices in Brazil in the field of sustainability**.

In his doctoral project, **Belinky offers a comparative analysis between three Corporate Sustainability Performance (CSP) tools** frequently mentioned by Brazilian companies, namely ISE B3; B Impact Assessment; the Corporate Sustainability Assessment developed by RobecoSAM; and the Sustainability Accounting Standards Board (SASB). His research identifies and compares their theoretical backgrounds and the corresponding implications regarding their applicability to assess a company's contribution to Sustainable Development (SD).



Aron Belinky, DBA student

A photograph of a modern classroom. In the foreground, several students are seated at long white tables, working on laptops. A man in a black shirt is prominent in the foreground, looking at his laptop. Behind him, other students are also working. In the background, a lecturer in a blue shirt stands next to a large digital screen, pointing at it. The screen displays a complex diagram or data. The room has a white grid ceiling with recessed lights. A red banner with the word 'Santander' is visible on the left wall.

IN-DEPTH KNOWLEDGE

Master subjects such as
finance and controllership,
health management, public
policy, supply chain
management,
sustainability, information
technology, and retailing

MPGPP – Professional Master's in Public Management and Policy

The MPGPP trains professionals capable of tackling the main contemporary challenges of states and the non-state public sector in implementing public policies and improving the quality of services delivered to citizens. Technical foundations are combined with practical applications, in order to cover the current agenda of management, government, and public policy.

There are two course approaches, with the same structure and curricular requirements. The Regular course is designed for people who wish to balance the MPGPP with their professional activities, while the Intensive course is aimed at people who can take a leave of absence to study full time.



MPGPP students in class

MPGC – Professional Master's in Management for Competitiveness

The Professional Master's in Management for Competitiveness has the mission of transferring management knowledge generated by EAESP's study and research centers to society, while leveraging the generation of new applied knowledge, in order to increase the competitiveness of organizations.

The program is divided into six areas that encompass specific functions and sectors of an organization: Finance and Controllershship, Supply Chain Management, Health Management, Sustainability, Information Technology, and Retailing.

Inspired on the Integrated Education for Sustainability (FIS), an undergraduate FGV EAESP program, the Master's in Sustainability was developed by FGVces faculty and researchers collaborating with the Teaching and Learning Development Center (CEDEA). This program lets students experience a process that combines specialized knowledge in theme courses with an integrated education that includes hands-on projects and individual reflections on their role as managers and citizens towards sustainable development.

Prof. Mario Monzoni, coordinator.



MPGC Class of 2017, Group 1 of the Retail Line.

An MPGC Sustainability graduate, **Mariana Reis de Assumpção** recalls that the program was transforming. She highlights “three aspects: the first was knowledge. The program provides a very comprehensive understanding of the local, regional, and global discussions on sustainability; it expands our understanding of issues happening around us; and draws a very valuable timeline that helps us grasp the process over time. Another aspect are the field experiences that produce another way of perceiving local, regional, and even global contexts, allowing us to connect content with practice. Last, project proposals enable us to associate program learnings with our situation. **Everything changes in our professional and personal lives. It empowers you as an individual, a citizen, and an agent of change.**”



Mariana Reis de Assumpção,
Supply Chain Senior Manager and MPGC
Class of 2018



Prof. Gustavo Andrey de Almeida
Lopes Fernandes

Gustavo Fernandes is an MPGC Sustainability faculty member, teaching a course on Anti Corruption and Compliance.

He attended the post-doctoral program at the Global Institute, King's College London, University of London and Harvard's Kennedy School of Government. Fernandes' course is designed to **prepare students to have an active stance against corruption.**

Why is there corruption and why does this global phenomenon demand a permanent transformational attitude from society? In a country like Brazil, in the spotlight of the fight against corruption, this issue remains relevant.

The discussion goes beyond compliance systems, inviting students to take action against the paths that lead to corruption, whether they are formal or informal. Whether it is the nefarious practice people no longer accept or everyday acts, common in less-developed societies and which represent a challenge in the fight against corruption.

The course is part of **MPGC – Professional Master's in Management for Competitiveness**, which is focused on seasoned professionals. The course is also offered in the undergraduate business administration and public administration and government programs, in a version designed to prepare future professionals.



ACADEMIC EXCELLENCE

FGV EAESP's pioneering
doctoral program is
internationally
recognized and covers
10 areas of current and
stimulating research.
Students are exempt
from the monthly tuition
fees of academic courses

CMAE and CDAE – Academic Master's in Business Administration and Doctorate in Business Administration

The Academic Master's in Business Administration and the Doctorate in Business Administration programs comprise six research areas coordinated by faculty who share common interests and conduct joint **research, publication, and teaching activities** with their students.

The six research areas are Administration, Analysis and Information Technology (AATI), Business Strategy (EE), Marketing Strategies (EM), Organizational Studies (EO), Management of Operations and Sustainability (GOS), and Finance (FIN).



In the picture, Prof. Jorge Carneiro, Prof. Maria Tereza Fleury, and Prof. Cyntia Calixto with Marisa Ohashi, CMAE student, and Larissa Pacheco, CDAE student, representing FGV EAESP at the Academy of International Business Annual Meeting in Copenhagen, June 2019.

Prof. Renato Orsato teaches the Research in Management and Sustainability course to students in the master's and doctoral programs. According to Orsato, in the past two decades research about the conditions in which social and environmental investments may generate profits, competitive advantages or new markets spaces has grown steadily. In this course they analyze key research articles that best represent the research encompassing the "management & sustainability research" so as to identify opportunities for master's and doctoral students.





FGV EAESP
exhibition booth at
the Meeting of the
National
Association of
Postgraduation and
Research in
Administration
(EnAnpad) in 2018.

CMAPG and CDAPG – Academic Master's in Public Administration and Government and Doctorate in Public Administration and Government

The **Academic Master's and the Doctorate in Public Administration** covers three research areas. Each area is led by faculty with common interests, who supervise analytical activities of students preparing their theses and dissertations. These research areas are **Government and Civil Society in a Subnational Context (GSCCS)**, **Public Sector Policy and Economics (PESP)**, and **Transformations of the State and Public Policy (TEPP)**.

The Public Sector Policy line addresses issues involving institutional policy and the relations between politics and economics. It helps understand the effects of this relation and of institutions on public policies at the three levels of government, federal, state, and local. Generally, research focuses on investigating the influence exerted by institutions (on a broad sense) on political disputes and public policy decisions.

The Government and Civil Society in a Subnational Context line of research develops academic research and teaching activities related to the public policies and public sphere fields of study. One of the highlights in these fields is what is called the cycle of public policies, including its multiple dimensions: arenas, actors, ideas, practices, arguments, ideology, government, relation between government and society, and society's organizations.

The Transformations of the State and Public Policy line focuses on government and its recent changes, on the formulation, implementation, and assessment of public policies, and on the emergence of new ways of providing and managing public services.



COLAB

PRME Principle | Method: We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership

FGV INTENT INITIATIVE



Prof. Francisco Aranha, Director of the **FGV-EAESP Center for the Advancement of Teaching and Learning**, highlights the innovative **INTENT initiative** that prepares students to be creative, high-impact managers and drivers of change in organizations and society. The initiative was created to offer FGV-EAESP students an educational alternative that is truly student centered: integrating knowledge, emotions, actions and content, the initiative is oriented towards collaboration and team work around real projects. According to Prof. Aranha, it responds to the challenge of moving away from a more traditional, fragmented, lecture-based, centered education.

The objective of the INTENT program is to **prepare creative leaders with a well-developed sense of direction, interpersonal skills and the capacity to generate impact and change in organizations and society**. Developed by the FGV-EAESP Center for the Advancement of Teaching and Learning as a result of a two-year period of research and prototyping, it was inspired and supported by the Danish Kaospilot School of Business Design, Leadership and Entrepreneurship. The program takes in 25 students per semester and is currently in its fifth cohort, or as they name, Team 5.

In its architecture, INTENT is a one-semester, full-time course for students going on to the third year of the School's four-year Bachelor in Business Administration program, with students meeting from 9am to 4pm, four days a week over three cycles of five weeks. In terms of instructional design, the first cycle is formative and comprises 20 experiential workshops, with the second cycle being a process consulting assignment with real clients. The third and final cycle is dedicated to student personal projects.

For Prof. Francisco Aranha, the INTENT initiative fulfils one of his hopes and ambitions for business education in the wider sense: **that students become protagonists – whether as business leaders, advocates for a cause, or visionaries for movement and positive change.**



Intenter, the nickname given to Intent participants, during course activities in 2018.



FGV EAESP received the **Angrad Award for Innovation in Teaching and Learning**, for its **Intent** program developed by CEDEA, at the **29th Meeting of the National Association of Postgraduation and Research in Administration (ENANGRAD)** in 2018.





RESEARCHING AT FGV-EAESP

RESEARCH CENTERS

The **10 doctoral research lines** and the **16 EAESP study centers** help make FGV one of the **world's top think tanks**. FGV EAESP's Research and Study Centers and Forums play an important role in academic activities, especially in research and publication.

The research and studies carried out by both professors and students at the centers are made available to the public through books, censuses, and press articles. The centers promote innovative studies, projects, surveys, censuses, thoughts, and insights for academic publications.

Research centers

CEPESP – Public Sector Politics and Economics Center

CND – New Developmentalism Studies Center

FGVceapg – Public Administration and Government Studies Center

FGVcef – Finances Studies Center

FGVcei – International Competitiveness Studies Center

FGVcelog – Logistics and Supply Chain Excellence Center

FGVcemif – Microfinancing and Financial Inclusion Studies Center

FGVcenn – Entrepreneurship and New Business Center

FGVcepe – Private Equity and Venture Capital Studies Center

FGVces – Sustainability Studies Center

FGVcia – Applied Information Technology Center

FGVcev – Retail Excellence Center

FGVethics – Ethics, Transparency, Integrity, and Compliance Studies Center

FGVsaúde – Health Planning and Management Studies Center

Innovation Center

Finances Institute

NEOP – Organizations and People Studies Nucleus

FGVredes – Digital Social Media Marketing and Communication Nucleus

CND – New Developmentalism Studies Center

Coordinated by Prof. Nelson Marconi, the New Developmentalism Studies Center investigates the formulation and analysis of national development strategies, including the study and the design of macroeconomic, sector, and social policies that enable middle-income countries to sustainably catch up and compete on an international level. They defend the New Developmentalism as the basis for discussing, developing, and consolidating such policies and strategies.

FGVcef – Finances Studies Center

Coordinated by Prof. William Eid Junior, FGVcef's key objectives are to produce knowledge through research, promote FGV's name by distribute the findings of this research, promote the engagement of faculty and students, and organize lectures and meetings to disseminate new knowledge and practices.

CEPESP – Public Sector Politics and Economics Studies Center

CEPESP's research focuses on the relation between polity and economics to understand the restrictions as well as potentials of public policies at the three levels of government, federal, state, and local. Research investigates the influence exerted by institutions (on a broad sense) on public policy decisions. This area is coordinated by Prof. George Avelino Filho.

FGVceapg – Public Administration and Government Studies Center

This center is designed to deepen knowledge on public governance, focusing on local development and on guaranteeing citizens' rights, using an approach that prioritizes field research, producing, storing, systematizing, and disseminating ideas, data, and information, with special attention given to innovation in public initiatives. This area is coordinated by Prof. Fernando Burgos.

The Brazilian infrastructure sector needs to reinforce its commitment to good governance based on values such as ethics, transparency and integrity. In this regard, **FGVethics** joined the IFC – International Finance Corporation and Ethos Institute for Business and Corporate Social Responsibility to act as facilitators in helping companies and NGOs of the **infrastructure sector to develop a program of integrity by creating self-regulatory rules** to be applied by companies. This initiative is part of a collective action and of a much larger process of dialog. Several meetings have taken place with the presence of companies, NGOs, faculty members, and governmental authorities to discuss the scope and the extent of the self-regulation regime and good governance in the infrastructure sector. All partners understand that the implementation of a self-regulatory regime in this sector through a collective action is an indicator that it is moving towards upright values and anticorruption measures and thus it may become an important example for other industries, such as finance and healthcare, for instance.



FGVcei – International Competitiveness Studies Center

Coordinated by Prof. Maria Tereza Fleury, the center creates and disseminates basic and applied scientific knowledge in partnership with a set of organizations interested in international business. The goal is to bridge the gap between basic and applied research in a effort mediated by organizations. It is a locus of interaction between companies, institutions, public agencies, researchers, and students interested in international business.

FGVcemif – Microfinancing and Financial Inclusion Studies Center

This center promotes a reflection, an analysis, knowledge output, strategy formulation, and the suggestion of institutional changes in the field of microfinances, based on financial inclusion and local development. It is coordinated by Prof. Lauro Emilio Gonzalez Farias.

FGVcelog – Logistics and Supply Chain Excellence Center

FGVcelog aims to be a reference in strategy and process management knowledge in logistics and supply-chain management, encouraging the production, systematization, and application to knowledge on strategy and management processes in these fields. The center is coordinated by Prof. Priscila Laczynski de Souza Miguel.

FGVcenn – Entrepreneurship and New Business Center

Coordinated by Prof. Edgard Barki, the FGVcenn promotes the production of Brazilian knowledge on entrepreneurship, holding events, workshops, business plan competitions, case competitions, publications, courses, congresses, and research. FGVcenn believes that entrepreneurs are agents of innovation, which requires transformation of the company itself, of the markets, and of all individuals involved.

NEOP organized projects on **women entrepreneurs and the aging of the workforce**, such as the following:

- A program focusing on women entrepreneurs, funded by Banco Itaú and called *Itaú Aceleração Mulher Empreendedora* (Itaú Accelerating Women Entrepreneurs); two classes graduated already, one in 2017 and the other in 2018, both with 30 students.
- In 2018 the *Fórum sobre Talentos Grisalhos* (Gray-Haired Talent Forum) discussed human resources practices for recruiting, selecting, and keeping professionals aged 50 and over.
- In 2017 the NEOP partnered with CKZ Diversidade and GPTW – Great Place to Work to investigate organizational culture conditions that favor inclusion and diversity.
- In 2019 the center planned a conference called GWO – Gender, Work and Organization – South America, backed by the Gender Work and Organization periodical and attended by its editors, on this theme.



FGVcepe – Private Equity and Venture Capital Studies Center

FGVcepe is committed with thought, analysis, and production of knowledge and institutional growth proposals of the Private Equity e Venture Capital industry. This center uses its programs to promote innovation, competitiveness, creation and modernization of projects, and the social and economic development of Brazil. The center is coordinated by Prof. Newton Monteiro de Campos Neto.

FGVces – Sustainability Studies Center

FGVces' mission is to help implement sustainable development in its different dimensions – equity, social justice, environmental balance, and economic efficiency – by studying and disseminating concepts and practices. FGVces has challenged itself to become a reference center in the study of issues involving sustainability within business and public policies. Prof. Mário Prestes Monzoni Neto coordinates its activities.

FGVcia – Applied Information Technology Center

Prof. Alberto Luiz Albertin coordinates FGVcia, whose mission is to promote and coordinate the main research efforts on information technology management, its scenarios and trends, and contribute to other academic and administrative areas.

FGVcev – Retail Excellence Center

Established in 2001 and currently coordinated by Prof. Maurício Gerbaudo Morgado, FGVcev's mission is to play a leading role and act as a catalyst of retail development and evolution in Brazil. Its activities cover education, training, research, publications, consulting work, and events.

FGVcelog developed studies on the **risks and resilience of the food supply chain in Brazil**, in order to understand how Brazilian food supply chains were impacted by the drought and how different organizations acted to mitigate and recover amidst the crisis. Changes in climate patterns in Brazil impact farming by changing rainfall and water availability, causing soil erosion, giving rise to new pests and diseases, and so on. The negative consequences this has on agricultural production mean that adapting to new climate patterns represents a huge challenge for this industry. In spite of the risks, organizations in different stages of this supply chain fail to prepare for climate risk. Ensuring that end customers have an uninterrupted supply of the products they need requires considerable industry strategy. The weakest link in the supply chain are farmers, who fail to prepare themselves and are powerless to react to the impacts of extreme events because they lack knowledge, long-term information, and collaboration of their buyers. Associations, cooperatives, and government organizations play a relevant role in raising awareness and training farmers to help them adapt to climate change.



FGVethics — Ethics, Transparency, Integrity, and Compliance Studies Center

FGV-Ethics' mission is to be a leader that catalyzes ethical practices for individuals and institutions, both public and private. Its chief objective is to investigate, learn, reflect, innovate, produce, and disseminate applied knowledge on these themes, which today help add value to businesses and civil society as a whole. Prof. Ligia Maura Costa coordinates the group's activities.

Innovation Center

Prof. Susana Carla Farias Pereira coordinates the center. It was established in 2000 with the idea of developing an alliance between companies and the university, so that both could learn and study innovation under a spirit of collaboration. The center's mission is to encourage and facilitate the production, systemization, dissemination, and application of knowledge on innovative organizations.

FGVsaúde — Health Planning and Management Studies Center

Prof. Ana Maria Malik coordinates FGVsaúde, which in its 30 years has helped train healthcare managers and organize events that foster a discussion on health as a system and a right of the population. Research is nearly all in partnership with different players and focus on sustainability and the strengthening of public and private systems; the health of the population, preventing diseases and promoting health; and the safety of patients in healthcare services. It also considers UN's Sustainable Development Goals (SDG) as pivotal to its work, guiding health issues in all policies.

Finances Institute

Coordinated by Prof. Antonio Gledson de Carvalho, the Finances Institute combines several FGV EAESP study centers and nuclei. It bridges the gap between academia and the private sector using technical collaboration projects, in addition to promoting interaction and cooperation between FGV EAESP and other leading local and global research institutions in the field of finances.

FGVceapg undertakes a number of research projects at **Estação de Pesquisa Urbana de M'Boi**, which is a platform for sharing information, engagement, and organizational partnerships for researchers investigating urban issues. Prof. Zilma Borges, of the Public Administration Department, coordinates a research project in urban agriculture there. "We are working with a group of doctoral, master's, and undergraduate students in an interdisciplinary team that also includes a ETEC-SEPAM researcher; this team interacts full time with the territory's actors. We are discovering what practices are in place and how urban agriculture is coming to this territory. We observed that relations with the rural zone (the Parelheiros district) impact the imagination of people and that people can consider working and earning their income with urban agriculture. Prof. Peter Spink emphasizes that all work done is based on the **Research in Action** concept, meaning that the center understands that its ethical obligation with the interuniversity community is to be more useful for the place itself.



NEOP – Organizations and People Studies Nucleus

NEOP gathers faculty, researchers, and managers to encourage the production and the dissemination of applied knowledge on organizational studies, organizational behavior, people management, and work relations. It also bridges the gap between organizations and the school, producing initiatives and projects of common interest, encouraging the involvement of business executives in academic life, and providing greater visibility to field studies. This area is coordinated by Prof. Maria José Tonelli.

FGVredes – Digital Social Media Marketing and Communication Nucleus

Prof. Eliane Pereira Zamith Brito coordinates this center, whose mission is to promote research, seminars, and publications on the phenomenon of digital networks and its undisputed presence in corporations, universities, and daily life. The goal is to demonstrate how digital social media represent a new and unlimited communication arena whose content cannot be ignored by corporations, public administration, universities, and research centers.

APPLIED RESEARCH – 2015-2018

18
applied
research groups

129
professors

773
articles, books &
chapters published
in Brazil

405
articles, books &
chapters published
abroad

FGV's Microfinance and Financial Inclusion Center

(CEMIF) stresses the importance of the United Nations Sustainable Development Goals for guiding the agenda of global development policy. The center is determined to helping meet the SDG goals through its mission and objectives. Based on the principle of disseminating knowledge to achieve greater financial inclusion and local development, the research center ensures the greatest well-being for the greatest number of people (Objective 3), because financial health affects many aspects of our lives.

By diffusing knowledge about microfinance, the center ensures inclusive education (Objective 4) and reduces inequalities within Brazil (Objective 10). By partnering with local organizations, it fosters innovation (Objective 9); international partnerships help it revitalize global links to sustainable development (Objective 17). Finally, by supporting the creation of business models that are more in line with the Brazilian reality, the center aims to end poverty everywhere, number one goal of the SDGs.



FGV PESQUISA

FGV EAESP Pesquisa has the role of supporting and encouraging scientific and applied research at FGV.

This role is aligned with FGV's mission, of advancing the frontiers of knowledge so as to collaborate with Brazil's social and economic development and support the country as an international player.

Coordinated by Prof. Thomaz Wood Jr., FGV Pesquisa organizes the **Research Initiation Program** (PIP), which is part of the **Research Residency, Local Connection,** and **Institutional Program for Scientific Initiation Scholarships** (PIBIC), all offered to undergraduate students. Scholarships are funded by FGV Pesquisa and funding agencies.



Research Day – 2019 (opening table with FGV Pesquisa Coordinator Prof. Thomaz Wood Jr, Prof. Ana Tereza Spinola, FGV Pro-Rector Prof. Sergio Bulgacov, CGAE Coordinator Prof. Renato Guimarães, and CGAP Coordinator Prof. Marco A. Carvalho Teixeira.

PIP – Research Initiation Program

The Research Initiation Program (PIP) is offered to undergraduate students interested in following an academic career or deepening their knowledge of scientific investigation for their future professional work.

The PIP promotes an exchange of knowledge among students, managers, communities, associations, social organizations, business people, and specialists, under the supervision of FGV faculty.

The program is also designed to show students the actual situations of different Brazilian communities, encouraging humanistic, collaborative, proactive, and entrepreneurial attitudes.

The PIP comprises three initiatives:

- Research Residency
- Local Connection Project
- Institutional Program for Scientific Initiation Scholarships (PIBIC)



Research Residency project

The Research Residency project is offered to students attending the second to eight semesters. The project assigns students to research monitor positions in the study centers and in research lines during a renewable four-month period each semester.

Established in 2005, the Local Connection project encourages FGV EAESP's undergraduate students to engage in innovative experiences involving local social management and economic development, focusing on public policies, fighting poverty, and promoting citizenship.

Local Connection

Institutional Program for Scientific Initiation Scholarships (PIBIC)

The PIBIC includes research projects by undergraduate students, advised by a faculty member. It is particularly suitable for students demonstrating research vocation and talent and who have attended the Local Connection and/or Research Residency programs. CNPq and FGV EAESP Pesquisa provide scholarships.



An undergraduate student attending the Public Administration program, **Isis Belucci Gomes** was awarded the best PIBIC in Public Administration in 2018. Advised by Prof. Alexandre Abdala Cunha, Isis prepared an exploratory case study that investigated **if and how the territorial dimension of public policies to fight violence against women (EVCN) affects the fight against sexual violence in general and rape in particular, regarding the reporting of such crimes.** The study concluded that local dynamics are involved in reporting rapes to police authorities. In other words, these local dynamics reinforce or mitigate the interest of the female victims to make public the problem of sexual violence by reporting it to the police. Yet it was not possible to determine with a quantitative eye whether the mere presence of social assistance facilities affects this interest at the local level. Factors such as the age of the victims, the communication between these facilities, and the guidelines for regionalizing different areas comprising the EVCN policy and the relation with social dynamics that support the phenomenon investigated suggest new paths for investigation and to help overcome violence against women.

An undergraduate student attending the Business Administration program, **Camila Sayuri** was awarded the best PIBIC in Business Administration in 2018 for her study called *"Emotional Variables and Their Influence in the Behavior of Counterfeit Products in Periods of Economic Crises."* Advised by Prof. Delane Botelho, Camila was worried about **the damage to economies and society caused by the production and consumption of counterfeited goods**. Taking into consideration the complexity of customer behavior, the focus of this project was the emotional perspective and the drivers that influence customers to purchase fake products. The objective of her research was to raise the main emotional variables related to the behavior for buying counterfeit products. It was expected that perception of social risk could have an influence on shame, since the consumption of counterfeit could be disapproved by the social group. Although it was clear from the qualitative research that it would be the case, it was not statistically significant. It was also expected that the perception of social risk would moderate the impact of conspicuity on shame and/or fear, but it was not the case. This research can provide several insights for managers and companies. This could be a call for companies to communicate with potential consumers the outcomes of buying a counterfeited product and the emotions this behavior evokes. As the research indicates, if the company intends to decrease purchase intention of counterfeited products, it should use marketing strategies to reduce the attractiveness of counterfeits.



Undergraduate students of the Public Administration program, **Rafaela Thomaz Vieira and Maria Eduarda Sampaio** were awarded the Best Local Connection Project in 2018. Supervised by business administration doctoral students Caio Rodrigues and Noézia Ramos, the two undergraduate students developed their project at the state of Goiás Volunteer Organization, with the *Meninas de Luz* program.



Rafaela and Maria Eduarda with their supervisors, Noézia and Caio, and the women part of the Goiás Volunteer Organization.

"According to **Caio**, one of the **project supervisors**, taking part in the Local Connection program as a supervisor was a unique experience. After the two students attended basic courses on scientific methods, they went to Goiânia do study the **Goiás Volunteer Organization**. This organization is associated with the state government and acts on different fronts, from supporting teen mothers to helping nursing homes, also offering soup kitchens and educational projects. Part of my role was to **help the students select one of the NGO areas for research and, together with them, design a research project that could be doable and of interest to both researchers and those researched.** .

During the week I stayed with them we visited different social projects offered by this organization. Becoming familiarized with those situations was both shocking and extremely enlightening. The students took an interest in the *Meninas de Luz* project, which supports pregnant teens. This initiative is really amazing, and the research the students carried out enabled us to understand how the format of this project can be used in other public policies. It was an honor for me to have helped these young researchers in a process that gave them the best Local Connection Award in 2018. **The students were very happy to become familiar with and help a local situation; at the same time, they grew as individuals and came in contact with the world of academic research.**"

Honorable Mentions – 2018

Local Connection

Processes and possibilities for rural development in the Ribeira River Valley: looking at Sete Barras – Registro, SP –
João Pedote and Amanda Lui Beck

PIBIC Business Administration

Regulatory constraints and management proposals for the Brazilian rail industry – João Felipe Rodrigues

PIBIC Public Administration

Teen motherhood: performativity and deviant subjects – Ana Laura Rodrigues



Closing of Research Day in 2018.

RESEARCH IMPACT

One year after they presented their graduation project called "Mangrove Mother: the work and the challenges of shell fisherwomen in the RESEX of Canavieiras," students **Isabella Cruvinel Santiago** and **Jonas Torralba Batista** had their short film "**Mangrove's Mother**" awarded at the 8th Ecofalante Cinema Exhibit, in June 2019.

The short film won second place in the audience vote and jury decision, which helped tell the story of these women to a much wider audience.

Video link: <http://ecofalante.org.br/filme/mae-do-mangue>



PRME Principle | Method: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable, social, and economic value

ACADEMIC RESEARCH – 2015-2018

10

academic
research groups

440

articles published
in Brazil

187

articles published abroad in
jcr journals

67

professors

278

articles published
abroad

66

articles published abroad in
journals with abs 4*, 4 or 3
classifications

GOOGLE SCHOLAR

62 professors

9,654 articles, books, etc.

160,865 citations

20 professors with an h-index
greater than 20

ACADEMIA

63 professors

2,941 articles

318 books

170,210 visits

7,180 followers

RESEARCH GATE

61 professors

5,586 articles, books, etc.

556,355 visits

34,162 citations

Publication Highlights

Failure or success? Defensive strategies and piecemeal changes among racial inequalities in the Brazilian banking sector.

Mario Aquino Alves, Marcus Vinícius Peinado Gomes. *Research in the Sociology of Organizations*, 56: 317-348, 2018.

We analyze how Brazilian Black movement organizations and banks have deployed different mechanisms such as cooperation, cooptation, and confrontation that caused affirmative action initiatives to emerge in the banking sector at the beginning of this century. Black movement organizations triggered institutional change by connecting fields and exploring a constellation of strategies. However, Brazilian banks adopted defensive strategies in an effort to accommodate the organizations' interests. We find that only piecemeal change occurred, as the field's structures—resource distribution and power—remained unchanged. We conclude by noting how the success of social movement strategies can depend upon the framing and sense-giving work that social movements conduct in their continuous jockeying activity towards incumbents.

Counterfeiting: addressing mitigation and resilience in supply chains

Solange Mata Machado, Ely Laureano Paiva, Eliciane Maria da Silva. *International Journal of Physical Distribution & Logistics Management*, 48(2): 139-163, 2018.

The purpose of this paper is to analyze how companies develop mitigation capabilities in their supply chains to reduce the negative impacts of counterfeiting. Five cases with two types of supply chain, B2B (clothing, footwear and toys) and B2C (automotive), are analyzed. Data gathering was based on interviews and secondary data from trade associations. Companies presented different levels of proactivity and resilience for counterfeiting. Companies with a lower risk appetite are more proactive, with more mitigation capabilities. These companies develop intelligence for combating counterfeiting and capabilities to address its ex ante and ex post phases. Mitigation capabilities enable companies to minimize counterfeiting negative impact and make companies more resilient to counterfeiting activities. When managers allocate resources in earlier phases of counterfeiting, losses are lower.

Lower financial literacy induces use of informal loans

Danilo Braun Santos, Wesley Mendes-da-Silva, Lauro Gonzalez. *Revista de Administração de Empresas*, 58(1): 44-59, 2018.

The finance literature documents associations between a household's financial literacy and its propensity to borrow. However, most studies focus exclusively on formal loan markets. Based on 2,023 observations on the financial behavior of Brazilian households, we examined the impacts of financial literacy on informal borrowing, such as loans from friends or moneylenders. Using multinomial logit models, we compared financial literacy's effect on the propensity to take on informal loans between households that did not borrow at all and those that took bank loans. Financial literacy is measured by investment in capitalization bonds, a financial instrument in the Brazilian market. The results suggest that financial literacy's relevance for informal loans may exceed that for formal credit channels.

Organizational performance and adoption of sustainable practices in the agribusiness industry

Arthur Caldeira Sanches, Adriane Angélica Farias Santo Lopez de Queiroz, Luís Henrique Pereira. *Revista Gestão Ambiental e Sociedade*, 7(2): 248-263, 2018.

Agriculture contributes greatly to the Brazilian economy, especially to grain production and export. Thus, logistics gain importance on the national scene as a way of disposing of the crop production, moving the crops to ports and multimodal terminals. Achieving peak performance with sustainability should be a matter of balance between the actions adopted by a company to fulfill its economic performance and those taken to ensure sustainable practices. This study presents an analysis of the sustainable practices adopted by multimodal cargo terminals that are intended to comply with regulations and legal requirements. The study concluded that sustainable actions influence the performance variation in multimodal terminals; however, the discussion and adoption of such practices are still superficial. Furthermore, sustainable actions might be related to company performance, although this topic needs to be explored further.

Publication Highlights

Unveiling barriers to sustainable public procurement in emerging economies: Evidence from a leading sustainable supply chain initiative in Latin America

Diego Delmonico, Charbel Jabbour, Susana Pereira, Ana Beatriz Jabbour, Douglas Renwick, Antônio Thomé. *Resources, Conservation and Recycling*, 34: 70-79, 2018.

Using the theory of ecological modernization, this is the first study to explore the organizational barriers affecting one of the most significant sustainable public procurement initiatives: the Brazilian Environmental Agenda for Public Operations Management (A3P Program). Based on the results of a survey of program managers, our first recommendation is to group the barriers to sustainable procurement into five categories: organizational culture, motivation, economic uncertainty, market, and operations. We highlight the ecological modernization theory as a useful tool for understanding why variables related to cost and budget are not barriers to implementing sustainable public procurement initiatives. The government should consider cultural change management when developing sustainability initiatives.

Green labeling signals in an emerging real estate market: a case study of São Paulo, Brazil

Odilon Costa, Franz Fuerst, Spencer Robinson, Wesley Mendes-Da-Silva. *Journal of Cleaner Production*, 184: 660-670, 2018.

This article investigates how real-estate stakeholders price information conveyed by voluntary environmental certification schemes in São Paulo. The city exhibits weak environmental performance due to the government's limited capacity to enforce existing regulations. Therefore, we explore the role of internationally accredited third-party environmental audit schemes. In addition to comparing labeled and unlabeled properties in a hedonic framework, we also examine pricing discrepancies related to an organization having the intention to certify (registration) but failing to achieve actual certification in a timely manner. Labeled office properties in São Paulo yield a larger green premium than their peers from developed countries. The findings also suggest that applicants who do not obtain the label upon delivery do not receive any green premiums and may be subject to discounts.

The response of the Brazil cashew-nut supply chain to natural disasters: a practice-based view

Minelle E. Silva, Susana Pereira, Stefan Gold. *Journal of Cleaner Production*, 204(10): 660-671, 2018.

This paper identifies intra and inter-organizational supply-chain practices that help local communities in the cashew nut supply chain in Brazil respond to natural disasters. To this end, three in-depth, qualitative case studies were conducted. The data were analyzed using qualitative content analysis supported by the NVivo software and based on an analytic framework that links resources and practices to performance in a natural disaster context. Companies embark on different trajectories depending on the resources and practices they deploy. While one company demonstrated a negative performance due to competitive inertia and low productivity, two companies maintained and increased their performance based on inter-organizational collaboration. Responding to natural disasters requires companies to reorganize their strategies towards sustainability and to develop new practices such as food safety, organic production and social responsibility.

Business and Human Rights: premises, tensions and possibilities

Amon Barros. *Organizações e Sociedade*, 25(84): 87-99, 2018.

This paper emphasizes the importance of opening space in Brazilian academia to discussions around the responsibilities of businesses towards human rights. The study emphasizes the complexities around the discussion and points to the need to act cautiously regarding the engagement of corporations as political actors occupying spaces that previously belonged only to the states. Moreover, the paper discusses the accountability of companies regarding the respect or, in some cases, protection of human rights. Questioning the human rights appeal to universalism, the paper argues that the governance of human rights and the form they take in contemporary society is marked by the power relations between the Global North and the Global South. Finally, the organizational moral accountability that comes from hard or so law regulations is an important step forward in comparison to the gray field in which many companies operate. Such a move appears to be a contemporary trend that tends to strengthen itself.

Publication Highlights

Why do we not adopt a sustainable state model?

José Puppim de Oliveira, Ricardo Côrrea Gomes. *Revista do Serviço Público*, 69: 5-14, 2018.

The crises of Brazil, both in the government and in society, have been exacerbating social, environmental and economic problems in recent years. Beyond the economic issues (interest rate, etc.) and 'political reform', which are the focus of the media and of political and academic debates, there is very little in-depth discussion on why we have been unable to make progress on the development agenda, which is precisely described in the Brazilian state model, in recent decades. This introductory article discusses the needed reforms in the Brazilian state, particularly the political and administrative system, and their connections.

The use of information and communication technology to characterize municipalities: What they are and what they need to develop e-government and smart city initiatives

Erico Przybilovicz, Maria Alexandra Cunha, Fernando de Souza Meirelles. *Revista de Administração Pública*, 52(4): 630-649, 2018.

This study investigates the infrastructure characteristics, use of information and communication tech of Brazilian municipalities and reflects on the possibility of developing e-government and smart city actions. A quantitative study of a cluster analysis using data from the research of "Munic 2014" identified four clusters: the Technologyless, the Concerned Citizen, the Concerned legislation, and the ICT Supported, which suggest different courses of action in ICT. Each group of municipalities presents different and specific needs for the development of e-government and smart city actions for each of the four clusters.

Challenges of management in the social field

Peter Kevin Spink, Fernando Burgos, Marco Antonio Carvalho Teixeira. *GV-Executivo*, 17-1: 24-27, 2018.

The implementation of effective public management that is committed to reducing the most varied forms of inequality is an enormous challenge. In addition to having historical inequalities in income, gender and race, part of public management remains enclosed in air-conditioned offices located in the center of cities (or the country), formulating policies to be implemented by professionals and public and nongovernmental organizations who are 'on the frontline.' This model, based on the distance between the formulation and implementation of public actions, although still very prevalent, is outdated and has many limitations. The main one is the use of policies that are neither transparent nor contextualized to local realities.

A two-stage fuzzy approach on the socio-economic drivers of global energy efficiency

José A. Puppim de Oliveira, Ricardo Côrrea Gomes. *International Journal of Uncertainty, Fuzziness and Knowledge-based Systems*, 26(3): 397-428, 2018.

Fuzzy models have been used in the energy sector to deal with uncertain elements such as a lack of data and climate change. This paper presents a global energetic efficiency analysis based on the me series data of 91 countries from 1960 to 2010 using an integrated two-stage fuzzy approach. Fuzzy DEA models for traditional constant and varying returns to scale assumptions are employed in the first stage to assess the relative efficiency of these countries. In the second stage, fuzzy regressions based on different rule-based systems are used to predict the impact of a set of demographic and socioeconomic variables on energy efficiency. The efficiency appears to be explained by the countervailing forces of urbanization, wealth inequality, and social development. A transition to a more energetically efficient lower carbon society will depend on how we address sociopolitical factors, such as sustainable urbanization, inequalities and socioenvironmental aspects in trade agreements.

DISSERTATIONS AND THESES

By incorporating the Global Compact areas into academic research, FGV-EAESP is not only upholding their basic responsibilities to PRME, but also setting the stage for a new perspective in responsible education. Here we introduce the number of doctoral dissertations and thesis of our graduate programs in Business and Public Administration that had at least one of the 17 SDGs as its main topic from July 2017 to July 2019.

DOES CORRUPTION INCREASE REWARDS IN LEGALLY REGISTERED FIRMS?	KARIN CORINA HUACANTARA CHAMBI	DISSERTATION
VIVE LA RÉVOLUTION ANIMALE! AN ENTHNOGRAPHY OF THE SOCIAL CONSUMER MOVEMENT OF VEGETARIANISM	RENATA ANDREONI BARBOZA	THESIS
TECHNOLOGY IN EDUCATION: USING A LEARNING AND CONTENT MANAGEMENT SYSTEM	DEBORA VICENTE RICHTER BROLIO	DISSERTATION
NON-COMPLIANCE WITH SUSTAINABILITY PRACTICES IN SUPPLY CHAINS	GUILHERME A. CAVALLARO ZAMUR	DISSERTATION
SHANTYTOWN MULTIPLICITIES	NAYARA SILVA DE NORONHA	THESIS
ASSOCIATIONS BETWEEN FINANCIAL AND SOCIAL AND ENVIRONMENTAL PERFORMANCE: CIRCUMSTANCES IN WHICH IT IS WORTH BEING GREEN	ALEXANDRE SANCHES GARCIA	THESIS
PROFESSIONAL CAREERS OF BLACK WOMEN IN GLOBAL CORPORATIONS IN SÃO PAULO	GABRIELA R. RODRIGUES DOS SANTOS	DISSERTATION
ENVIRONMENTAL CERTIFICATIONS FOR BUILDINGS: A STUDY ON THE APPROPRIATION OF VALUE	THAIS MALHEIROS ASSUMPCAO	DISSERTATION
TOURISM AND CLIMATE CHANGE: A SUBSTANTIVE THEORY OF ADAPTATION STRATEGIES	CRISTIANE DO NASCIMENTO BRANDAO	THESIS
INNOVATION IN EDUCATION AND ITS INFLUENCE ON TRADITIONAL HIGHER-EDUCATION MODELS	ELLEN CAMILA DE FREITAS	DISSERTATION
MISBEHAVIOR AT WORK: A SHROUDED DIMENSION OF ORGANIZATIONAL LIFE	DEBORAH KELLY NASCIMENTO PESSOA	THESIS
INCLUDING A POPULATION AT THE BASE OF THE PYRAMID IN REVERSE-LOGISTICS SYSTEMS	ANDRE MISHIMA UEHARA	DISSERTATION
THE INFLUENCE OF CLIMATE ON SUPPLY CHAIN RISK MANAGEMENT	AMANDA VEIT BRAUNE	DISSERTATION
FINTECHS AND FINANCIAL INCLUSION: THE CASE OF IMPLEMENTING A DIGITAL PAYMENT PLATFORM IN SHANTYTOWNS	DANILO SENEN CAVALLIERI DE OLIVEIRA	DISSERTATION
INTER-SECTOR PARTNERSHIPS IN SETTINGS OF SOCIAL CHANGE: INVESTIGATING THE FIGHT AGAINST SLAVE WORK IN BRAZIL	PAULO F. PAGANINI OLIVEIRA JUNIOR	THESIS
THE SOCIAL PILLAR: THE INVISIBLE DIMENSION OF SUSTAINABLE SUPPLY CHAINS	DAFNE OLIVEIRA CARLOS	THESIS
THE IMPACT OF THE UNIVERSITY IN THE COMMUNITY: A CASE STUDY IN A BRAZILIAN PUBLIC INSTITUTION	WAGNER RAGI CURI FILHO	THESIS
AMONG ELITES, CORPORATIONS, AND CORRUPTION: THE RELATIONS BETWEEN ODEBRECHT AND THE BRAZILIAN STATE	CAIO CÉSAR COELHO RODRIGUES	DISSERTATION
RESPONDING TO INSTITUTIONAL DEMANDS THROUGH CORPORATE SOCIAL RESPONSIBILITY	PABLO LEÃO	DISSERTATION
EXTRACTING CORPORATE SOCIAL RESPONSIBILITY COMMITMENTS FROM AGGREGATE MINING IN SÃO PAULO	RENATA CHERÉM DE ARAÚJO PEREIRA	THESIS
GOVERNING SMART CITY INITIATIVES: UNDERSTANDING THE ARRANGEMENTS OF SOCIAL AND TECHNICAL GOVERNANCE AND THE USE OF DIGITAL TECHNOLOGIES	ERICO PRZEYBILOVICZ	THESIS
THE BRAZILIAN HOSPITAL AND HEALTHCARE SYSTEM	LUCIANA REIS CARPANEZ CORRÊA	THESIS



In his doctoral dissertation, **Ícaro Celio** associates the subject of study with **UN's 2030 Agenda**. According to him, "production and consumption have diversified in recent years, with issues such as sustainability, quality, transparency, and others gaining considerable weight. Accordingly, my study would like to shed some light on how **different seals can create value in certified origin agri-food chains, and how the different local actors can appropriate the value created, in a broader perspective that goes beyond economics**. The scope of research comprises different agri-food supply chains in Brazilian regions that feature diverse social and cultural situations. The selected agri-food chains were Minas Cerrado Coffee, South Bahia Cocoa, and fine wines of Vale dos Vinhedos, because of the combination of their share in production and consumption with the historical tradition these products enjoy. This proposal is aligned with UN's **Sustainable Development Goals (SDG)**. More specifically, this study focuses on **Goal 12, "Ensure sustainable consumption and production patterns."** A relevant aspect is highlighting the potential of tangible and intangible local resources as catalysts in local dynamics and which can be intrinsic in relational activities of the different stakeholders. Additionally, it is possible that the institutionalization of different seals is important in the competitive performance of agri-food chains, going beyond the operational capacity of the organizations part of these arrangements, acting as a first activity aimed at creating network value. Under these terms, it is possible to improve income and the quality of life of farmers creating value for their work, both on a domestic as well as international level."

Prize Winning Monographs

DOCTORATE IN PUBLIC AND GOVERNMENT ADMINISTRATION

BEST DOCTORAL DISSERTATION

“Dirty work or mission of life? Persistence, reproduction and the legitimacy of lethality in the action of the PMESP”

Author: Samira Bueno Nunes | **Supervisor:** Marco Antonio Carvalho Teixeira | **Co-supervisor:** Renato Sérgio De Lima

HONORABLE MENTIONS

“The guipiruvu district as a place-organization: an institutional approach to organizing”

Author: Fabio Grigoletto | **Supervisor:** Mário Aquino Alves

“Church as a party: electoral coordination of the Universal Church of the Kingdom of God”

Author: Claudia Cerqueira do Nascimento | **Supervisor:** George Avelino Filho

DOCTORATE IN BUSINESS ADMINISTRATION

BEST DOCTORAL DISSERTATION

“A cognitive approach to scent marketing: the effect of odor priming and processing dynamics on consumer aesthetic preferences and choices.”

Author: Ramona de Luca | **Supervisor:** Delane Botelho

HONORABLE MENTIONS

“The social pillar: invisible dimension of sustainable supply chains”

Author: Dafne Oliveira Carlos de Morais | **Supervisor:** José Carlos Barbieiri

“State ownership and Brazilian multinational enterprises: degree of internationalization and financial performance”

Author: José Marcos Carrera Júnior | **Supervisor:** Hsia

Prize Winning Monographs

ACADEMIC MASTER'S IN PUBLIC AND GOVERNMENT ADMINISTRATION

BEST MASTER'S THESIS

"Women in violent situations in rural areas"

Author: Beatriz Junqueira Kipnis | **Supervisor:** Peter Spink

HONORABLE MENTIONS

"An estimation of short-and long-term price elasticity of bus demand in São Paulo and the study of its implications on fare subsidies policies"

Author: Miguel Stevanato Jacob | **Supervisor:** Ciro Biderman

"Electoral success and quality of management: the case of the family bag program"

Author: Iuri Tolstoi Tokumaru da Rocha Pitta | **Supervisor:** Fernando Luiz Abrucio

ACADEMIC MASTER'S IN BUSINESS ADMINISTRATION

BEST MASTER'S THESIS

"How is the reputation system based on mutual assessment used by participant providers of the shared economy?"

Author: Ulysses Pereira Pacheco Filho | **Supervisor:** Marlei Pozzebon

HONORABLE MENTIONS

"Do they deserve it? The effect of consumer envy on brand attitude and choice"

Author: Kirla Seronni Cardoso Ferreira | **Supervisor:** Delane Botelho

"Transitory market reforms: mechanisms and effects of firms performance"

Author: Octavio Augusto Darcie de Barros | **Supervisor:** Paulo Arvate

Prize Winning Monographs

PROFESSIONAL MASTER'S IN PUBLIC AND GOVERNMENT ADMINISTRATION

BEST MONOGRAPH

"Innovation and digital social participation: the experience of the digital patio in education"

Authors: Alexandre Petrucelli Salgado da Silveira, Helton Souto Lima, Lukas Flamini Kiihl | **Supervisor:** Ana Cristina Braga Martes

HONORABLE MENTIONS

"Management of linear parks in the periphery of the city of São Paulo: the case of the linear park of the Canivete"

Authors: Dulce Helena Cazzuni, Fernanda Mendes Aidar, Hannah Arcuschin Machado | **Supervisor:** Alexandre Abdal

"Challenges in the evaluation of cultural public policies: case PROAC-ICMS"

Authors: Clarice Barbosa da Silva, Simone Terra da Costa, Tomaz Levy Fregni | **Supervisor:** Cibeles Franzese

PROFESSIONAL MASTER'S IN INTERNATIONAL MANAGEMENT

BEST MONOGRAPH

"Investments in distressed assets in Brazil"

Author: Matthias Sustek | **Supervisor:** Ligia Maura Costa





STUDENT ENGAGEMENT AT FGV-EAESP

STUDENTS' ORGANIZATIONS

FGV-EAESP has over 30 student organizations and groups, which also include students from other FGV schools.

These organizations are a place for education and experiences of students, bringing them closer to professional practice and creating a positive impact through such practice.

The main objective or projects of many of these organizations include bringing social impact and promoting a better society.

Active student involvement means having room for dialog, for a diversity of ideas, and for complementing the technical education provided by the many programs offered by FGV EAESP.

Diretório Acadêmico (Students' Organization)
Associação Atlética Acadêmica Getúlio Vargas (Academic and Sports Organization)
Candaces – Coletivo Feminista FGV (Feminist Organization)
Grupo de Bolsistas (Scholarship Holder Organization)
Coletivo 20 de Novembro – Coletivo Negro FGV (Black Students Organization)
GV Delta – Coletivo LGBT+ (LGBT+ Organization)
Grupo de Estudos Liberais John Galt (Liberal Studies Organization)
Vozes – Movimento de Estudantes de Esquerda da FGV (Left-Wind Students Organization)
Cultivar – Produtos Orgânicos (Organic Products Organization)
Liden – Liga das Entidades (League of Organizations)
EPEP-FGV – Estudos de Política em Pauta (Politics Organization)
Consultoria RH Junior (Consulting Services Organization)
Liga de Empreendedorismo FGV (Entrepreneurship Organization)
Gestão Internacional Junior (International Management Organization)
Empresa Júnior FGV (Students' Consulting Company)
Consultoria Júnior de Economia (Students' Economics Consulting Company)
Consultoria RH Junior (Students' HR Consulting Company)
Júnior Pública – FGV (Students' Social Projects Consulting Company)
A-Lab Clube de Inovação (Innovation Club)
Cursinho FGV (Admission Exam Preparation Course)
ITCP-FGV – Incubadora Tecnológica de Cooperativas Populares (Incubator for Low-Income Cooperatives)
FGV Finance Club
GV Cult
GV Speech
Conexão Social FGV (Social Connection Club)
Tamo Junto (Student Support Organization)
Liga de Gestão em Saúde FGV (Healthcare Management Organization)
Fundo Realiza (Scholarship Funding)
Gazeta Vargas (Student Newspaper)
AIESEC (International Economic and Commercial Sciences Student Association)
Bateria Tatubola (Percussion Club)
Lige – Liga de Gestão Esportiva FGV (Sports Management)
Agroliga FGV (Agricultural Organization)

Driving Social Impact

Conexão Social is an FGV organization that aims to **impact the lives and help train socially responsible leaders** in universities. It does so by members developing social projects that are staffed mostly by school volunteers. The organization's three main pillars are: **cause, work, and family**. The first of these pillars, "cause," is the main driver of everything we do, the great meaning for our actions. It is the initial factor that brings us to Conexão Social: it is a permanent non-conformity combined with great thirst for change. "Work" is a two-way road. In Conexão Social, members are divided into areas and project groups, where they gain hands-on experience on classroom content. This not only produces early professional experience but also changes the lives of those impacted by our projects! The last pillar, "family," is the direct consequence of coexistence, commitment, empathy, and unity making up Conexão Global.



Among highlight projects, there is **Asa Delta**. Under this initiative, volunteers help teach classes to sixth-grade students of a public school close to FGV, in a fun, practical, and fast-paced way. The project covers a number of themes and requires no prior experience. FGV students exchange experiences and content with teens of the public school. In the **Ciclo** project, in turn, students teach IT and personal finances to FGV EAESP employees, to pay back for their dedication. Also in partnership with school organizations (Liga FGV Gestão em Saúde, DAGV, and Associação Atlética), Conexão Social organized **Caminhada Rosa** in November 2018, which raised awareness for breast cancer and its prevention. Another partnership with the organizations was the **Science Project: A Sustainable Journey** held in 2019. It raised awareness for sustainability, organizing chats and discussions with FGV students on how to include new habits in one's personal and professional lives.



Driving Social Impact

Tamo Junto is a students' organization that helps other students by offering volunteer classes of FGV-SP courses. The all-volunteer team **helps over 300 students every semester**. Student Gabriela Fernandes says that "Tamo Junto is a daily chance to help other students who, not unlike me, have some academic difficulty. I'm very proud of being part of this initiative because it is aligned with my personal values and my life prior to FGV. Watching people working really hard to deliver to other students the best class possible is very positive and motivates me a lot in my work. I have no doubt that Tamo Junto will grow much more and I'm very grateful of being part of this" (2018.1).



Tamo Junto, in partnership with **Conexão Social**, created the Your Great Class is Worth a Meal campaign. It consisted of a **unperishable-food drive at the entrance of all classrooms** where the Tamo Junto classes took place. The classes and food drive happened in the second semester of 2018 and created a feeling of goodwill among all students.



“We were preparing the day’s class and selected a political topic, which was a lot of fun. We had just realized that we had studied at the same school in different years. We laughed a lot and became close friends. Amidst a lot of laughter, we decided to have a secret friend for Easter, and everyone loved the idea! We devised the rules together and the students organized the drawing of lots to match the givers and the receivers. This really bonded the class!

Vicky Sönksen, English monitor



“TJ [Tamo Junto] was one of the most challenging and gratifying experiences I had in my life!”

João Pedro Mello, basic math mentor



“What most motivated me in TJ [Tamo Junto] was the opportunity to share my knowledge! I believe that knowledge should not be hoarded by a group of people, but rather disseminated as much as possible! I’m very happy to be able to help others and take points of discussion and learning to others”!

Adriana Pontes

Driving Social Impact

Cursinho FGV is entirely free and helps prepare low-income applicants for FGV's entrance exam; the goal is to democratize education. **In addition to its main project, Cursinho FGV organizes *Doa Bixo* (Cough Up Freshman)**, which is a donation drive for the preparation course for the entrance exam. Books are collected at the library or in the students' organization and then donated to low-income preparation courses, such as Ubuntu.



Cultivar is **social and environmental impact initiative**, in which a group of consumption-aware students intermediate organic products to facilitate their trade and build fair and sympathetic relations between farmers and consumers.

COMPRE SEUS ORGÂNICOS



Setting the Agenda

Since 1988 **Empresa Júnior FGV** has provided consulting services in operations, marketing, finances, and strategy to small and medium-sized service companies. It has students from all FGV programs and is designed to **impact the lives of its clients and of the community**, in addition to developing the skills of participants through management and consulting services.



AIESEC was FGV's first organization, founded in 1971. It is the local chapter of AIESEC, the largest youth-run organization worldwide. AIESEC is about leadership! Its objective is to achieve peace and fulfill human potential by developing youth leadership, using social exchange programs and international internships. **AIESEC organizes the Global Volunteer program**, which last six to eight weeks and takes place at NGOs, schools, or foundations. Its **projects are always associated with the SDGs** and have great impact potential.

Setting the Agenda



Founded in 1994, **Consultoria Júnior Pública – FGV** has the mission of “Promoting innovative solutions for the public sector and for civil society organizations using management consulting and making our members agents of impact.” It uses its consulting services to improve the work of the first and third sectors, helping to transform society and ensuring professional and personal development of our members.

Gabrielly Sadovsky, 19, is the first black woman to head FGV’s Consultoria Júnior Pública. She studied in public schools and in 2017 was admitted to the Public Administration program after studying for the entrance exam in the preparation course offered by FGV volunteers.

Full article in Folha de S. Paulo:
<http://bit.ly/folhasuniversidade>



Gabrielly Sadovsky
Administração Pública

SCHOLARSHIP FUND

FGV-EAESP can proudly say that no undergraduate student has ever had to drop out because of financial reasons. To make this possible, since 1965 the FGV EAESP has maintained a Scholarship Fund, Brazil's first financial-aid program.

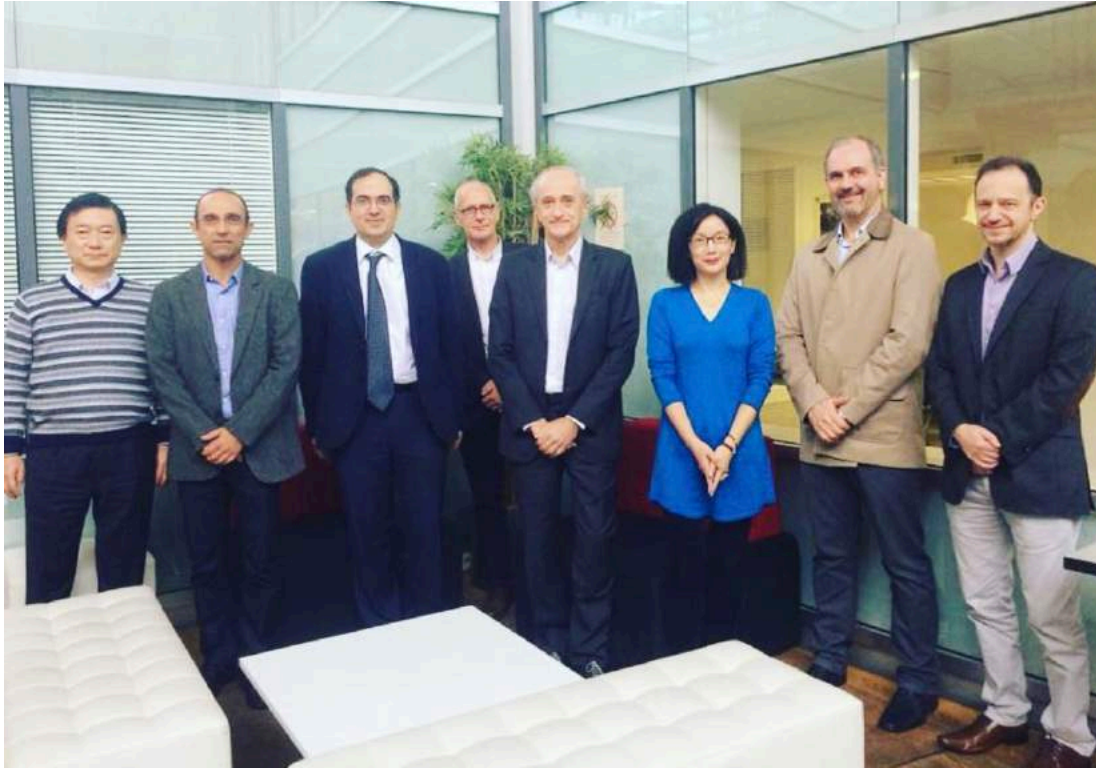
FGV EAESP's Scholarship Fund has offered over 21,500 scholarships and financial aid to students with demonstrated financial needs. The Scholarship Fund is funded by businesses, individuals, and the interest-free reimbursements of former scholarship recipients. Today, the program benefits 17 percent of undergraduate business students.

	Undergraduate	
	<i>2018</i>	<i>2019</i>
Loans	264	289
Social	89	90
Merit	40	37
Prosperar Program	11	2
Public Area Fund	26	13
Other	10	8
	Undergraduate	
	<i>2018</i>	<i>2019</i>
Loans	26	36



DIALOG WITH THE COMMUNITY AT FGV-EAESP

Events participation



Prof. Tales Andreassi, vice director of FGV EAESP at Essec, in Paris, attending the Council of Business and Society (CoBS) meeting with Prof. Edgard Barki (FGVCenn) and Prof. Paulo Branco (FGVCes)



Mario Monzoni, general coordinator of FGVCEs, took part in the Ethos Conference, where he talked about carbon pricing ([CESP 2017](#)).

PRME Principle | Dialog: We will facilitate and support a dialog and a discussion among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Events participation



In August 2019, the **National Association of Public Field Teaching and Research** held its national meeting, the ENEPCP, which gathered researchers, professionals, professors, and graduate and undergraduate students to discuss topics related to the main theme of the event, "Democracy in the 21st Century and the Challenges for Public Administration." Our faculty (Cibele Franzese; Eduardo José Grin; Fernando Burgos Pimentel dos Santos; Gabriela Spanghero Lotta; Marco Antonio Carvalho Teixeira, and Zilma Borges de Souza) took part in roundtables, taught workshops, held theme sessions, presented their work, and introduced their books.



Prof. Jorge Carneiro, coordinator of OneMBA, the Global Executive MBA, was in Lima, Peru, taking part in the **AIB-LAT Annual Conference**.

Engaging the Community

PRME Principle | Partnerships: We will interact with managers of business corporations to extend out knowledge on their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



International Seminar on the Health of the Population:

Local and international speakers talked about this theme from different perspectives, presenting studies, trends and challenges for digital health, the paths towards a comprehensive and integrated approach to population health and the results obtained with primary care at Hospital Italiano, in Buenos Aires.



Race and market: an economic transformation. This event was produced by FGVcenn and focused on including blacks in the business world.

Engaging the Community



In November 2018, the school **opened the FGV Students' Association, sponsored by Santander**. The opening event was attended by Steven Assis, Head of Santander Universities and FGV EAESP alumnus, Afrânio Pereira, Santander Superintendent, Sérgio Kogima, Santander Universities Manager, Priscila Teixeira, Santander Manager, Celeide Santos, Santander Manager, and Marcelo Teixeira Alves, Santander Commercial Manager. The event was also attended by faculty: Prof. Tales Andreassi, Prof. Lígia Maura Costa, Prof. Marco Teixeira, Prof. Renato Guimarães Ferreira, and Prof. Zilla Bendit, in addition to D.A. Evaristo Mesquita student organization leaders, Gustavo Queiroz and Leonardo Santos.



The **Career Meeting** is a career fair organized by the Career Center. It provides opportunities for internships (vacation internship, exchange-student internships, and regular internship programs), trainee programs, and job opportunities.



Inspired by the discussion on **social engagement and sustainable cities**, GVces and Instituto Arapyaú organized in August 2017 a special seminar in the Great Auditorium of FGV EAESP, in São Paulo. Based on some experiences of social engagement in designing and implementing municipal sustainable development plans in Brazil, this event highlighted paths to expand the engagement of civil society in building local capacities and effective public policies towards the sustainability of cities. The center organized over 90 events on sustainability in 2017 alone.



ABOUT FGV-EAESP

<http://eaesp.fgvsp.br/en>

ABOUT THIS REPORT

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