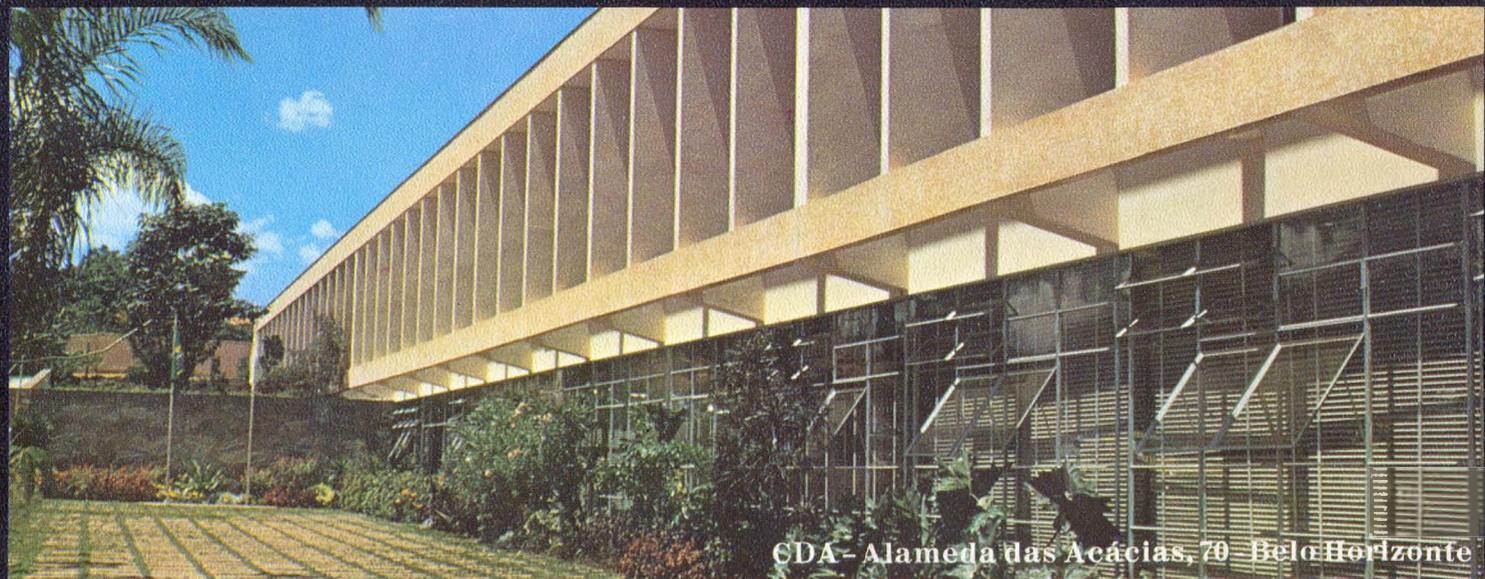


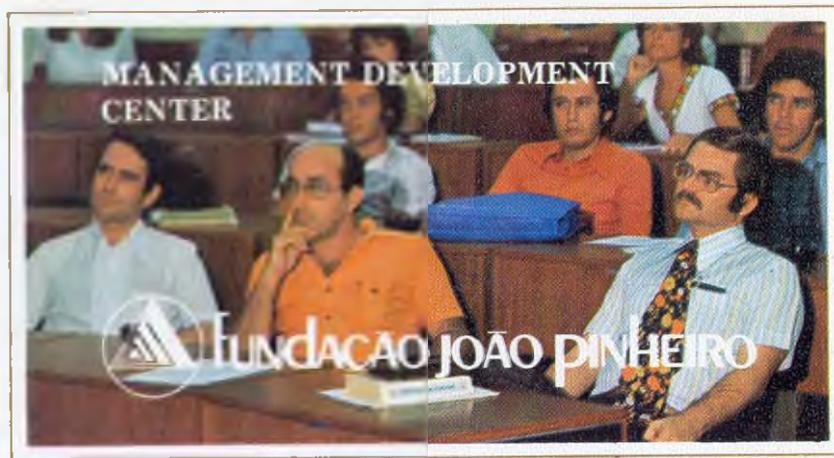
MANAGEMENT DEVELOPMENT  
CENTER



FUNDAÇÃO JOÃO PINHEIRO



CDA - Alameda das Acácias, 70 - Belo Horizonte



The Fundação João Pinheiro was created in 1969 as an agency of the State of Minas Gerais to provide the private and public sectors with services, in the area of technology, economics and administration.

Recognizing the importance and urgency of developing highly qualified managers, the Fundação engaged Columbia University Graduate School of Business to assist in planning the Management Development Center - CDA and implementing its programs.

The objectives of the Center are:

- to create a supply of highly qualified and

well trained personnel who have potential for serving eventually in top management positions in private business or government agencies.

- to upgrade the performance of existing management at all levels through programs of continuing education.
- to augment the knowledge of administration through research programs designed specifically for the Brazilian environment.
- to improve the teaching of management through improved technology and teaching materials.

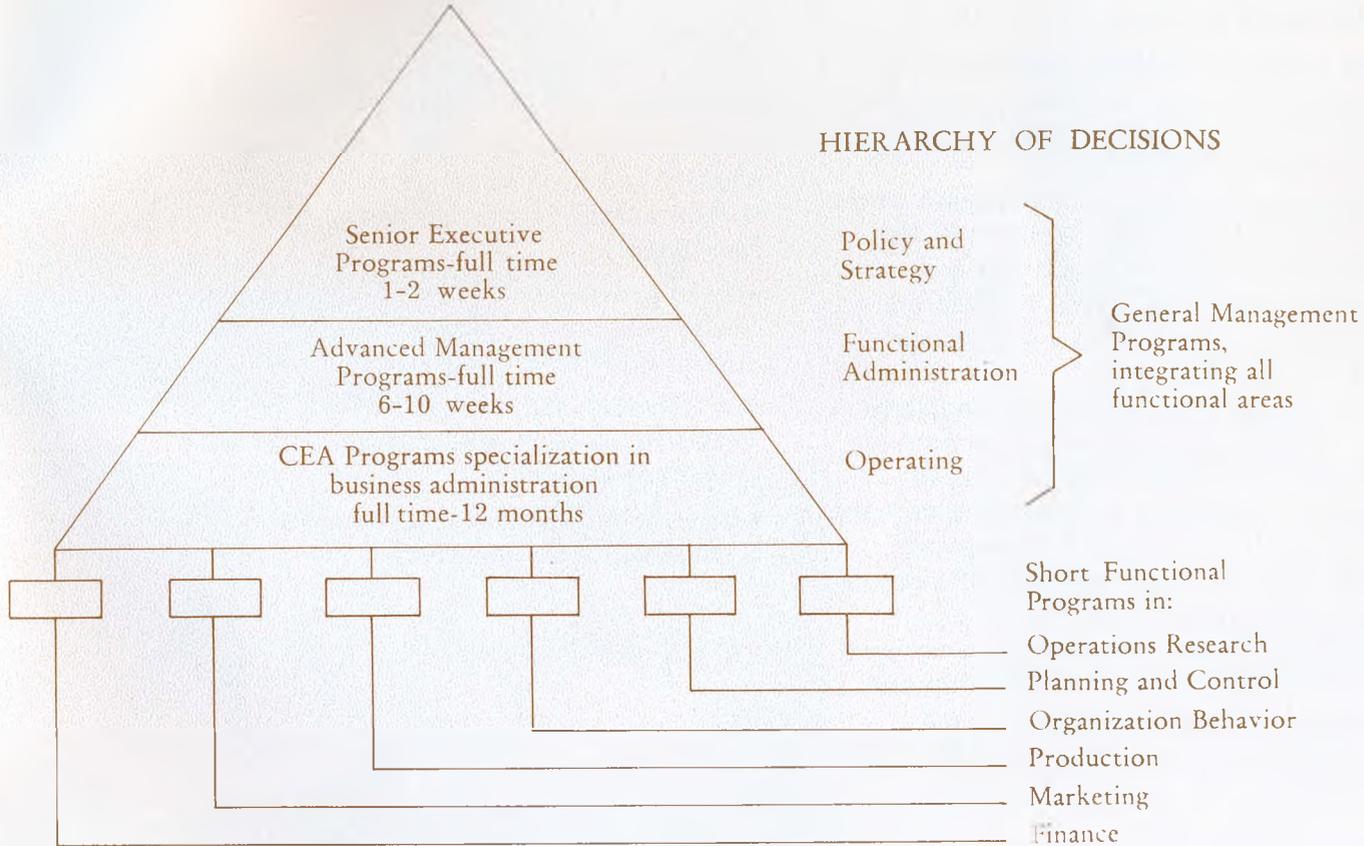
The mission of the Center is to serve the business community through teaching and research designed to improve the performance of organizations. The Center is not concerned solely with profit-oriented organizations but with management problems of organizations of any type. Since the focus is on the effective use of resources, traditional business organizations, government organizations, health, education and welfare organizations, public organizations, such as those providing utility and transportation services are all proper concerns of the Center. To ensure superior quality in adequate depth, the Center gives emphasis to those sectors which provide opportunity for useful synergism, recognizing that management problems in diverse institutions are frequently subject to common solution.

## CDA PROGRAMMING CONCEPT

To accomplish its objectives the CDA has designed a variety of programs for managers at various levels in the decision-making structure.

Recognizing that management education is a continuous process which forms an essential part of a manager's career development, the CDA offers a variety of programs designed for managers at different stages and levels of responsibility. The diagram on the side and the accompanying description illustrate the CDA programming concept and indicate the theme, learning objective and type of participant for whom the programs are designed.

# HIERARCHY OF DECISIONS



## BUSINESS POLICY AND STRATEGY

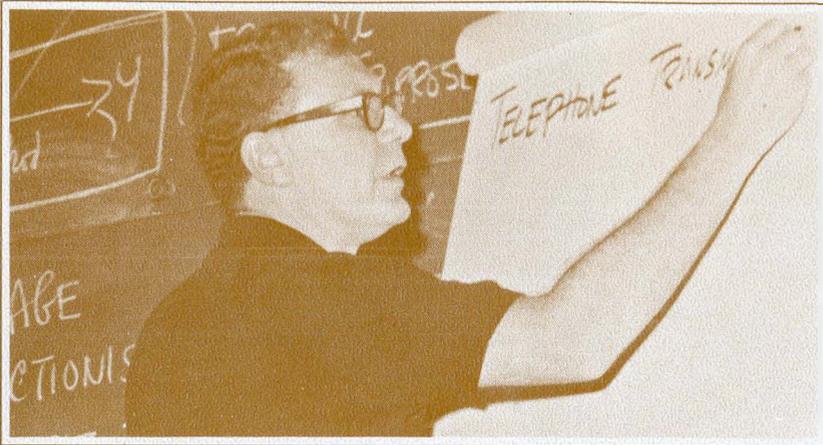
The Senior Executive Programs, which began in 1972, are designed for top level managers with responsibility for policy and strategy decisions.

These courses focus on the analysis of the environment and the resources of the company and the formulation and implementation of strategy consistent with the environmental and resource constraints.

The Advanced Management Programs are designed for managers who have experience and potential to assume executive positions in their company and who can benefit from recycling and updating in modern managerial methods and techniques. They provide an understanding of the functional areas of business and their interrelationship and integration in the formulation and implementation of company policy and strategy.

The objectives of these courses are:

- to help the manager understand environmental changes and their impact on company opportunities and threats;
- to develop the manager's ability to identify and analyze relevant environmental factors in strategy formulation;
- to improve the manager's understanding of the relationship between strategy and organization structure;
- to develop the manager's ability to formulate, analyze and evaluate alternative courses of action;
- to enhance creativity and innovation in administrative processes.



The programs integrate the various functions of management through the following interlinking pattern:

#### A-Formulation of Corporate Strategy and Setting Overall Objectives:

- analysis of external environment
- analysis of internal environment - resources, strengths and weaknesses
- influence of organization structure on strategy
- value objectives and societal expectations

#### B-Implementing Overall Strategy:

- investment and acquisition
- ownership
- financing
- organization
- personnel
- marketing

#### C-Controlling Strategy Implementation

- information systems
- financial controls
- other controls

#### D-Evaluation and Revision of Strategic Plans



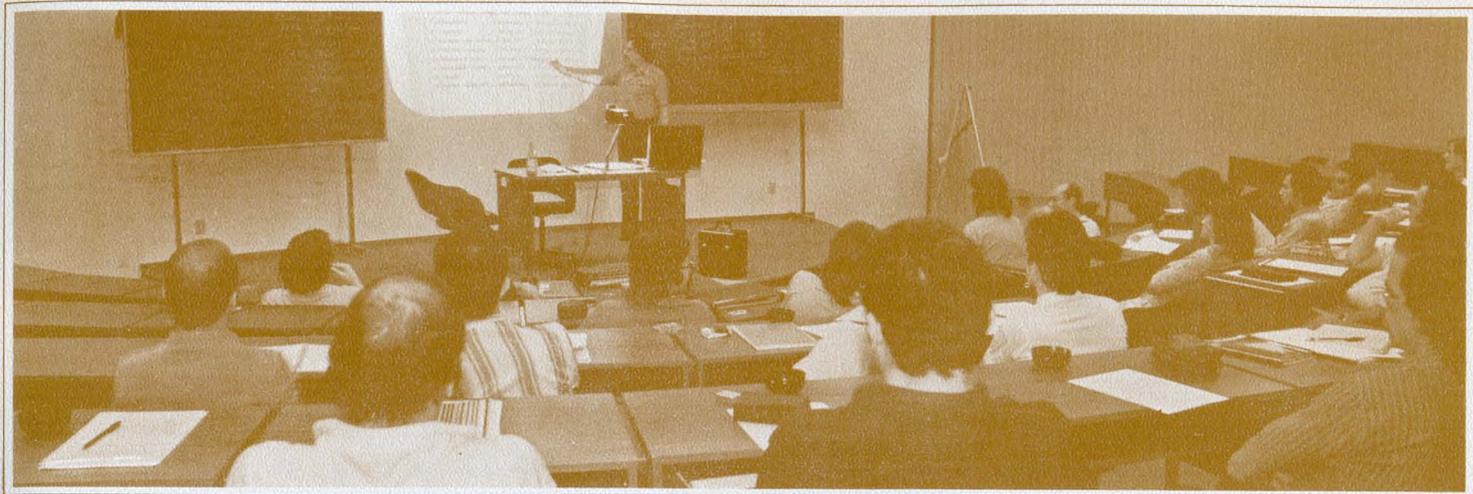
## PROGRAM FOR SPECIALIZATION IN BUSINESS ADMINISTRATION (CEA)

The CEA program is an intensive full time program designed to provide the highest level of professional management education at the post-graduate and post-experience level to managers who have demonstrated high potential for business leadership. The program is designed primarily for participants with 1-2 year of experience and with university background.

The CEA program is designed to help the potential manager:

- to examine the importance of the business in its economic and social environment, both national and international.
- to understand how organizations are structured to accomplish their objectives and conduct their affairs.

- to develop new methods and attitude for examining administrative problems in both their technical and human aspects.
- to analyze problems from the point of view of the organization as a whole rather than a departmental or functional point of view.
- to learn the most modern methods and techniques for solving business problems and to apply these in various administrative processes and to evaluate their usefulness.



## INSTITUTIONAL CHARACTERISTICS

The success of the CDA in accomplishing its objectives is based upon certain unique characteristics which are:

- its internationalism, expressed in international composition of its faculty and staff, as well as the international orientation of its teaching and research programs;
- its recognition of the important role Brazil plays in rapidly expanding world markets, expressed in the bilingual nature of its full time programs;
- its close contact with the Brazilian business community maintained through Brazilian faculty through research programs, faculty consulting with enterprises and special continuing education programs for managers;
- its placement service for students who are not company sponsored, designed to bridge the gap between the prospective employers and the prospective employee and to ensure the optimum fit between the man and the job;
- its teaching effectiveness, obtained through the use of a full range of methods relevant to post-graduate learning. Recognizing that

each teaching method has certain strengths and weaknesses in achieving different learning objectives, the CDA uses a mix of different techniques, including small study groups, business games, and the case methods.

The foreign faculty of the CDA are from Columbia University and other leading business school of international reputation.

These faculty, with great experience in teaching and business practice, work closely with Brazilian faculty counterparts, to ensure adaptation and relevance of the subject matter to the Brazilian business environment.



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