

Doing Business in Brazil

Instructor's Guide



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OBJECTIVE

Objective: to give the participant a better understanding of Brazil's unique culture and way of doing business.

Who should use this program?

Executives, managers and other professional personnel preparing for:

- Travel to Brazil
- Living in or relocating to Brazil
- Working with Brazilians in the United States

Spouses and family preparing for:

- Living in or relocating to Brazil

Students:

- Of international business, marketing, management and related disciplines
- Of cross-cultural topics, foreign languages, and related disciplines
- Preparing for travel or living in Brazil

MATERIALS

Video

- Approximately 38 minutes in length
- Includes location footage, expert interviews, dramatizations and graphics
- Divided into 8 chapter-like sections, each with a section introduction and summary. These 8 sections are:
 1. Orientation
 2. History
 3. Economy
 4. Etiquette
 5. Business Relationships
 6. Communicating
 7. Negotiating
 8. Management

Note: Non-business viewers (language students, spouses, etc.) should watch sections 1, 2, 4, and 6. The remaining sections are optional.

This Instructor's Guide

- This guide is designed to enable the instructor to create the most effective learning experience.

SUGGESTED INSTRUCTION SESSIONS

For Students

1. Instructor should view video.
2. Confirm availability of player and monitor.
3. Make a photocopy for each student of video outline in this guide.
4. Show Video. **
5. Use discussion questions in this guide to facilitate classroom discussion.
6. Administer test using essay questions and/or test questions in this guide.

For Executive Self-Study

1. Make a photocopy of video outline in this guide. The video outline should be used to highlight and/or take notes while viewing video.
2. View video.
3. Reflect on discussion questions in this guide.
4. Use photocopy of test questions in this guide for self-testing.
5. Check test answers.

For Executive Training

1. Instructor should view video.
2. Confirm availability of player and monitor.
3. For each participant, make a photocopy of a) video outline and b) test questions in this guide. The video outline should be used to highlight and/or take notes while viewing video.
4. Show video.**
5. Use discussion questions in this guide to facilitate group discussion.
6. Administer test using essay questions and/or test questions in this guide.

For Spousal/Family Training*

1. Instructor should view video.
2. Confirm availability of player and monitor.
3. For each participant make a photocopy of a) video outline and b) test questions in this guide. The video outline should be used to highlight and/or take notes while viewing video.
4. Show video. **
5. Use discussion questions in this guide to facilitate group discussion.
6. Administer test using essay questions and/or test questions in this guide.

**Note: Non-business viewers (language students, spouses, etc.) should watch sections 1, 2, 4, and 6. The remaining sections are optional.*

** Video can be viewed either in one session or multiple sessions. If viewing in multiple sessions, pausing is recommended after section breaks.

VIDEO OUTLINE

This is an outline of the entire video in detailed not form. For most effective learning, all participants should be given a photocopy of this outline prior to viewing the video.

1. ORIENTATION: DIVERSE LAND, DIVERSE PEOPLE

□ Brazil's culture is different from the rest of Latin America.

The first step to succeeding in Brazil is understanding the nation's unique culture and way of doing business.

One of the most important things to realize is that doing business in Brazil will probably take more time - a lot more time - than you might be used to.

Even if you've traveled elsewhere in the region, it's essential to recognize that Brazil is very different from its neighbors, perhaps the most unique of South American countries.

It's a mistake to assume Brazilian culture is the same as that in other Latin American cultures.

□ Brazil is a nation of tremendous ethnic diversity.

One of Brazil's most unique features is its tremendous ethnic diversity. About 55% of its population is of pure European descent. But the remainder is comprised of a broad spectrum of African, native Indian, mixed and even Asian descent.

For example, it's home to the world's largest Japanese community outside Japan.

□ It's a vast country, covering half of South America, with tremendous regional variation.

Brazil is the sixth-most populous country in the world, with more than 165 million people.

It's a vast country, the fifth largest in the world. Even larger than the continental United States, it covers half of South America.

Forests and jungle blanket 65% of its territory, Brazil is home to the world's largest rain forest and the world's largest river: the Amazon.

But it's an increasingly urban nation, with 90% of its population living on 10% of the land, mostly near the eastern coast.

Key cities include:

- Sao Paulo, the nations' business capital and largest city;
- Rio de Janeiro, the heart of tourism and culture, and a major business center;
- And Brasilia, the seat of government since the 1960's.

From the United States, flights are available to Sao Paulo, Rio and Belo Horizonte.

Because it's such a vast nation, Brazil has a tremendous amount of regional variation ranging from culture to climate.

❑ Travelers should take note of tropical climate and high crime rate.

Bear in mind that the seasons are opposite those in the Northern hemisphere. With a tropical climate, the weather is quite warm year-round, particularly from December to February.

The traveler should be aware of the high crime rate, especially in Rio and Sao Paulo. Avoid walking alone after dusk, and it's a good idea to ask someone at your hotel for other safety advice.

2. HISTORY: A PORTUGUESE ISLAND IN A SPANISH SEA

❑ Brazil was the only Portuguese colony in the Western hemisphere.

To succeed in Brazil, you must also understand its unique history.

Most countries in South America are former colonies of Spain. Brazil, however, is the only country in the western hemisphere that was colonized by Portugal.

This has created a number of important differences. For instance, Brazilians speak Portuguese, and they will be offended if you speak Spanish to them. Brazilians also prefer to be called South American, rather than Latin American.

This unique heritage has historically led to little integration between Brazil and the rest of South America.

Prior to the arrival of the Portuguese in 1500, there was no written history of the region.

Pedro Cabral claimed the region for Lisbon, and Brazil remained a Portuguese colony for more than 300 years.

When Napoleon sacked Lisbon in 1808, the Portuguese royal family fled to Brazil. They established Rio de Janeiro as the new seat of the Portuguese Empire.

When the royal family returned to Lisbon in 1821, they left the crown prince in charge. The prince soon declared independence and became Brazil's first emperor, Dom Pedro the First.

❑ It has a unique African influence on its population and culture.

Africans were first introduced to Brazil as slaves, although slavery was later abolished. To this day, these people have a strong African influence on Brazil's people and culture.

❑ 20th century has seen revolving door of civilian and military leaderships.

The 20th century's most famous leader is Getulio Vargas, who grabbed control of the government in 1930. By the time of his suicide in 1954, he had centralized the republic, and created a legacy of government intervention in the economy.

As in much of South America, the military has played a large role in Brazil's modern history, seizing control of the government at least five times. But in contrast to its neighbors, Brazil has seen little domestic bloodshed.

In 1989, the first democratic elections in 29 years brought to power Fernando Collor de Mello. But he resigned within two years amidst a scandal, a victory for democracy and the fight against corruption.

3. THE ECONOMY: BOOM AND BUST

❑ Brazil is a developing country with a history of boom-and-bust cycles.

Brazil's economy is a powerhouse. It's the largest in South America and 10th-largest in the world.

But it's a volatile, rollercoaster-style economy, with a history of centuries of boom-and-bust cycles.

One of the greatest economic threats has been wild bouts of price increases. As recently as 1994 inflation was 8,500%. This has left its mark on the country.

For example, people traditionally have spent paychecks as quickly as possible. Further, pay raises were often given monthly to counteract inflation.

Brazil has made a number of efforts to stabilize prices. One of the most significant was the Real Plan in the mid 1990s, which slashed inflation to single digits and effectively enabled millions of consumers to rejoin the market.

Brazil is a developing country, with a per-capita gross domestic product about one-fifth that of the United States.

It also has one of the region's largest gaps between rich and poor.

☐ It is an agricultural and industrial powerhouse.

Agriculture plays a vital role in the economy, employing about one-third of the work force. Brazil is the world's largest producer of coffee, oranges, and bananas.

It is also the largest industrial base in South America, producing sophisticated goods ranging from airplanes to automobiles.

The business capital of Brazil is unquestionably Sao Paulo. It's a vast, cosmopolitan city, with traffic and commotion to rival even New York. With more than 16 million people, it's the world's third-largest urban area. The visitor should be warned about Sao Paulo's poor air quality.

Sao Paulo accounts for about 40% of the country's industrial output, and is home to the largest industrial center in South America.

☐ Brazil has a strong history of bureaucracy and closed markets.

Brazil's large manufacturing base is a legacy of a history of protectionism, as well as a self-sufficiency drive started after World War II disrupted imports.

Traditionally government has had a strong hand in business here. There is much red tape involved – with long lines and endless forms – and getting things done can be frustrating and difficult.

The best advice is to be patient. Understand that Brazilians are not daunted, but rather enjoy the challenges posed by bureaucratic obstacles. This concept is called "jeito."

One way to cut through red tape is to hire an expeditor. These private agents are familiar with laws and agencies, and can facilitate everything from a business introduction to applying for a driver's license.

Local business partners can also be very helpful in overcoming bureaucratic obstacles.

Traditionally, Brazil has had a very closed market, which fostered inefficient local industry.

However, the economy has been opening. Indeed, Brazil is a founding member of the South American free trade area Mercosur, or Mercosul as it is known in Brazil. Mercosur benefits foreign companies by giving them simultaneous access to multiple markets.

4. ETIQUETTE: CAUTIOUS INFORMALITY

□ While Brazilians tend to be informal, it's better to be safe than sorry.

Brazilians are warm, spontaneous and free-spirited. As a result, they tend to be less formal than their South American neighbors.

But when in doubt, it's a good idea to err on the side of formality. This is particularly true when working with traditional, family-owned businesses.

Dress also tends to be more informal. Nonetheless, it's a good idea to wear top-quality, conservative apparel. Executives tend to wear long-sleeve shirts and jackets even in hot weather.

Businesswomen should dress elegantly but conservatively.

□ Brazilians have a relaxed attitude toward time.

As mentioned, it takes more time to do business in Brazil. One reason is that Brazilians tend to be more relaxed about punctuality.

Don't be surprised if a business meeting starts up to 15 minutes late. Even though Brazilians have a causal attitude, it is still best if the visitor is prompt.

One area of Brazil that has a stricter attitude toward time is in Sao Paulo. Meetings tend to be more punctual and things tend to get done more rapidly.

Once a meeting begins, expect frequent interruptions. This is normal and patience is a must.

❑ **Greet all individuals, starting with the most senior executive.**

Whether you are in a business or social setting, it's important to greet each person in a group individually. It is considered rude to simply greet the group as a whole.

It is also important to greet individuals in descending order of status, starting with the senior executive.

The handshake should be firm, although the typical Brazilian's handshake may be looser.

Be sure to have your business card ready for exchanging immediately after you sit down for the meeting. If possible, they should be printed in both English and Portuguese.

❑ **It's a good idea to double check names and titles.**

Brazilians tend to be less formal than their Latin neighbors, and first names are used more readily. Still it's best to initially address your partners by their last name.

It's important to remember that Brazilians often have two last names. In contrast to other countries in South America, Brazilians use the second last name. In this case,

Antonio Pereira Silva = Senhor Silva (Mr. Silva)

Another contrast is that professional titles – once widely used – are now quite rare.

Generally, professional titles are used only if given during an introduction. The most common title is Doutor, which might be used to address attorneys as well as physicians.

Mr. = Senhor
Mrs. = Senhora

Both professional and courtesy titles can be used with either first or last names. For example:

Senhor Silva = Senhor Antonio

Because of the complexity of names, it's a good idea to ask a secretary to confirm your counterpart's last name, pronunciation and title.

As you would expect, coffee plays an important role in Brazilian social settings. It is served frequently and generously. Keep in mind it's usually quite strong and decaffeinated is rare. It is important to thank your host for the coffee and comment on its delicious flavor.

There is one important taboo to avoid. Never use the OK hand gesture. This is very offensive to Brazilians. Use the thumbs up sign instead.

5. BUSINESS RELATIONSHIPS: FRIENDSHIPS FIRST

☐ Business in Brazil is very social.

One of the most important things to know about business in Brazil is that it is very social. A lot of emphasis is placed on making the right contacts, and building friendships with those contacts.

In contrast, Brazilians see the U.S. style of business as colder and less personable.

Because of this emphasis on networking, initial contact is often made through third parties or mutual acquaintances.

There are several organizations in Brazil that can help you make connections in the Brazilian business world. Potential source of introductions include:

- Accounting Firms
- Attorneys
- Consultants
- Embassies
- And the American Chamber of Commerce in Brazil

☐ A friendship should be established prior to conducting business.

Furthermore, a Brazilian will probably want to get to know you and establish a relationship before conducting business.

The visitor must work to build a relationship. Concentrate on being personable and warm, and build the friendship on a basis of sincerity and trust. Understanding that will give you a big competitive advantage.

☐ Substantial casual conversation usually precedes a business meeting.

One way to build relationships is through casual conversation. Like their Latin American neighbors, Brazilians like to warm up before talking business. A typical warm-up

conversation might last 10-15 minutes. Getting right down to business is considered rude, and might come as a shock to your Brazilian counterpart.

Good topics for discussion might include:

- Travel
- Sightseeing
- Sports
- Hobbies
- And home towns and family backgrounds

You should also look for a chance to talk about your host's family. Brazilians are very family-oriented and are usually proud to discuss their family.

At the same time, there are a number of topics to avoid, including:

- Politics
- Religion
- Argentina
- Rio's street kids
- And deforestation in the Amazon

☐ Business meals, and gifts and favors, are good ways to build relationships.

One of the best activities for building relationships is dining, in particular lunch.

Be forewarned that it is common to drink alcohol during lunch, especially beer or caipirinha, a highly potent local cocktail

The business breakfast is becoming more popular in Brazil. Dinner is usually reserved only for social occasions and business should not be discussed.

You can also develop your relationship by taking in local culture together.

Another aspect of relationship building is the exchange of gifts and favors. Giving information or providing an introduction is likely to lead to reciprocation in the future.

Brazilians also enjoy giving and receiving gifts. The best gifts are those that can be used in the office like a pen or clock. Gifts should be top-quality and nicely wrapped.

Later in the relationship, you might ask your counterpart if you may bring something for them or their children from your home country.

If your business relationship has progressed to the point where you receive an invitation to a Brazilian home, you are very fortunate. Such an invitation is special and every effort should be made to attend.

Be sure to bring a gift, such as flowers or a box of chocolates for the hostess.

6. COMMUNICATING: A TASTE FOR PASSION

❑ Knowledge of Portuguese is a big plus.

To truly understand Brazilians, you have to speak their language. For the long-term visitor, it's important to have at least a working knowledge of Portuguese.

It's a good idea to have all documents translated into Portuguese. You should also consider hiring a translator as well to help you with the subtleties of the language.

❑ Communication is physical and passionate.

Like their Latin neighbors, Brazilian communication is physical. It's common to touch an arm or pat a back in normal conversation.

After an initial meeting, men might greet each other with an embrace, while a woman and man might kiss. This may be difficult for a visitor to deal with, but is considered a sign of acceptance and should be welcomed.

Firm eye contact during a conversation is very important, and considered a sign of sincerity.

Brazilians are passionate people, both in the way they live and conduct business. For instance they might argue their point-of-view with an intensity that can often be mistaken for anger.

Brazilians also like to say "no" quite often. Try not to be offended by this playful rejection.

❑ Communication can also be indirect and subtle.

At the same time, Brazilians often tend to talk in circles instead of coming right to the point. Like their Latin neighbors, they have a tendency to say what you want to hear.

This is in part because they want to avoid offending someone or hurting their feelings. Brazilians also have a cultural tendency to avoid conflict.

If you're trying to get a straight answer, try asking the question directly but prefacing it with an apology for being direct.

❑ Family is the center of Brazilian values.

To truly understand Brazilians, you have to understand their values. For most Brazilians, ultimate loyalty is to their extended family, which can include literally hundreds of members.

Brazilians believe life is meant to be enjoyed, and work is simply a means to that end.

❑ Visiting businesswomen should emphasize professionalism, and beware of machismo.

In part because of this emphasis on the family, women are only slowly making their way into Brazil's managerial ranks.

Brazilian society is relatively chauvinistic by U.S. standards. Brazilian men often stare or comment about women passing by.

Visiting women should bear in mind this is a part of Brazilian culture, and should ignore such behavior.

It's important for the visiting businesswoman to maintain the respect of her Brazilian counterparts. To that end, it's essential to always dress and act professionally, even in a social setting.

7. NEGOTIATING: LIVELY DISCUSSIONS

❑ Brazilian negotiations take time, so be patient.

The art of negotiating is quite different in Brazil. Understand that it's likely to take a lot of time to complete a deal. It's important to be patient and be prepared to make numerous trips to finalize negotiations.

Do not try to speed things up in the negotiating process. This can quite often backfire and have negative results.

Brazilians tend to make concessions slowly and grudgingly, and truly enjoy bargaining.

It's also important to know that a hard-sell approach probably won't work here. It's important to emphasize engagement, and avoid seeming aggressive.

❑ Decisions are usually made at the top, and are often influenced by emotions.

Brazil is a hierarchical, paternalistic society with a strong history of family-run businesses. Decisions are usually made at the top, and it's important to identify the decision maker.

Also bear in mind that decisions are often based on feeling rather than fact.

Brazilians are passionate, emotional people. Try to incorporate high-impact visual aids such as charts and diagrams, as well as colorful stories, into your presentation.

There are a number of other points to keep in mind when negotiating with Brazilians. When forming your negotiating team, choose members with charm and speaking skills.

The Brazilian team, in contrast might be characterized by a lack of unity, with each team member trying to outperform the other.

Brazilians tend to embellish. They will probably stretch the truth, and expect you to do the same.

Bear in mind that money is not always the prime motivation for Brazilians. Other factors, such as power or prestige, might be the goal.

Even well into negotiations, it might be quite difficult to read how well your talks are progressing.

If you're unsure about the progress of the negotiations, one strategy is to have a private side conversation with your Brazilian contact. Ask him or her what the next step should be.

☐ Word of honor is very important.

During the final stages, you might find less emphasis on contracts because of the heavy emphasis on trust.

8. MANAGEMENT: SENSITIVE PATERNALISM

☐ Staff is likely to need additional training.

Successful management in Brazil begins with understanding the Brazilian worker.

First, it's important to note that at lower levels, Brazilians often lack proper education. For example, the literacy rate is only 76%.

Further, the Brazilian emphasis on family plays a role in the work environment. Family needs come first, and work will often be a lower priority.

❑ Managers are expected to be paternalistic.

For the manager, it's important to know that class and status are very important in Brazil. Executives and managers are expected to be authoritarian, not egalitarian.

Staff motivation is usually inspired by loyalty to the boss rather than dedication to a job or company.

For that reason, it's vital for a manager to build a strong, paternalistic relationship with employees. Managers are expected to take a sincere interest in each worker and their family.

❑ Take caution not to injure pride or cause loss of face.

It's important to know that Brazilians tend to have a strong sense of pride. This means it's harder to give criticism.

A related issue is the importance of face. A Brazilian might try to save face by saying they understand something when in fact they do not.

One way to work around this problem is to explain and demonstrate a concept or idea. The employees should then verify their comprehension by explaining and demonstrating to the manager.

❑ Note that delegating and feedback can take extra effort.

A visiting manager might also have problems delegating or getting feedback.

Because of paternalism and the importance of face, a Brazilian might be reluctant to take extra responsibility.

One strategy to work around this is to set up a reward system for taking risks and show that subordinates won't be punished for mistakes.

Another challenge facing managers is getting accurate progress reports. For example, it can be difficult to get the "whole truth" from an employee.

The best response is to "trust but verify." In other words, go down to the factory and check it out.

DISCUSSION QUESTIONS

The following questions are appropriate for discussion in both professional training and academic teaching. In this context, they are designed to promote further reflection on the material learned. Possible answers might lie outside the scope of the video.

The questions in the section can also be used as essay questions in an examination.

Note: This section can be photocopied for participants for use as either A) discussion notes or b) a test.

GENERAL

How is Brazil similar to the United States? How is it different?

How is Brazil different from its Latin American neighbors? How is it similar?

Compare and contrast the Brazilian and U.S. styles of conducting business.

How might managing a project in Brazil differ from in the United States?

What are some of the ways in which business in Brazil might take more time? What can the visitor do to adapt?

1. ORIENTATION: DIVERSE LAND, DIVERSE PEOPLE

Consider and discuss Brazil's ethnic diversity. What implications does this have for doing business in Brazil?

Discuss how Brazil's size and varied terrain might affect business and industry.

2. HISTORY: A PORTUGUESE ISLAND IN A SPANISH SEA

While most South American countries were colonized by Spain, Brazil was a Portuguese colony. In what way is Brazil's business environment unique as a result of its Portuguese heritage?

How might the strong African influence on Brazil's culture influence how business is conducted?

Discuss how the influence of military dictatorship and the return of democracy might influence the Brazilian attitude toward politics. How might this affect business?

3. THE ECONOMY: BOOM AND BUST

Brazil's economy has a history of boom-and-bust cycles. What impact has this had on business in Brazil? In regards to its volatility, what precautions should foreign business people consider when entering Brazil's economy?

List Brazil's top industries. Compare and contrast these industries with those of the United States.

How might bureaucracy in Brazil affect how business is conducted? What steps can a businessperson take to cut through red tape? How has Mercosur helped to open Brazils' closed markets?

How might the low purchasing power of the average Brazilian impact business? What's the potential impact of the relatively large gap between rich and poor?

4. ETIQUETTE: CAUTIOUS INFORMALITY

Brazilians treat time with a different attitude than U.S. business people. Discuss this difference and its effect on Brazilian business culture. What steps might a foreign businessperson take to minimize problems?

Business meetings in Brazil can be tricky for foreigners. How do meetings in Brazil differ from those in the United States? What specific things must foreign business people consider when meeting with Brazilians?

Discuss how the use of names in Brazil differs from in the United States.

5. BUSINESS RELATIONSHIPS: FRIENDSHIPS FIRST

Business affairs in Brazil are more social than those in the United States. Cite specific examples that enforce this statement. How might this affect the visitor's schedule and priorities? How can business people use social engagements to build strong business relationships with Brazilians?

What types of conversation topics might be appropriate? What topics are inappropriate?

You've identified a person with whom you would like to do business. What steps should you take?

6. COMMUNICATION: A TASTE FOR PASSION

What problems might visiting business people encounter that don't speak Portuguese?

How does Brazilian communication differ from communication in the United States?

How is Brazilian business culture affected by their emphasis on family? How do other cultures treat family's role in business affairs?

Businesswomen might be treated differently in Brazil than in the United States. How can women effectively handle these differences when doing business in Brazil?

7. NEGOTIATING: LIVELY DISCUSSIONS

The Brazilian negotiating style is unique. In what ways might U.S. business people and other foreigners find negotiating in Brazil difficult or tricky? What steps might they take to adapt their negotiating style?

The Brazilian decision-making process is also different. Discuss these differences, and how visiting business people might adapt.

Because of the Brazilian emphasis on word-of-honor, there is often less focus on written agreements and contracts. How might this create problems for U.S. executives? How might U.S. negotiators overcome this difficulty?

8. MANAGEMENT: SENSITIVE PATERNALISM

What are some key differences between Brazilian and U.S. employees?

Considering the differences in business cultures, discuss specific ways visiting managers can increase their effectiveness with Brazilian employees.

What obstacles might U.S. managers have to overcome when leading Brazilian employees? What are the possible solutions?

MULTIPLE-CHOICE QUESTIONS

Note: *The following test questions are designed primarily for university and college students. However, they can be useful for professional or other training.*

This test is designed to be self-contained within this program. In other words, the answers to all of the questions below are contained in the video. Participants who carefully watch the video – and study a photocopy of the video outline in their guide should be able to answer all questions.

1. The ethnic origin of Brazil's population is approximately:

- a) 55% European, 45% mixed
- b) 55% Portuguese, 45% mixed
- c) 90% Brazilian, 10% Japanese
- d) 90% European, 10% Japanese

2. Brazil is roughly the same size as:

- a) Cuba
- b) Former Soviet Union
- c) Half of South America
- d) Japan

3. Travelers to Brazil should be aware of:

- a) Cold weather and high altitude
- b) Cold weather and high crime rate
- c) Opposite seasons and high altitude
- d) Opposite seasons and high crime rate

4. Brazil is unique in South America because of its:

- a) Portuguese language and Japanese influence
- b) Portuguese language and African influence
- c) Spanish language and African influence
- d) Spanish language and Japanese influence

5. The hero of 20th century Brazilian politics is:

- a) Dom Pedro I
- b) Fernando Collor de Mello
- c) Getulio Vargas
- d) Pedro Cabral

6. Brazil's economy is:

- a) Small, agricultural-based
- b) Small, diversified
- c) Volatile, agricultural-based
- d) Volatile, diversified

- 7. Brazil is a founding member of the free trade group known as:**
- a) Brasilia
 - b) Jeito
 - c) Mercosul
 - d) The Real Plan
- 8. Brazil's per capita GNP is about one-half that of the United States.**
True False
- 9. When meeting a Brazilian executive for the first time, it's best to use:**
- a) First name and a firm handshake
 - b) First name and a loose handshake
 - c) Second last name and firm handshake
 - d) Second last name and loose handshake
- 10. Which of the following is not considered offensive by a Brazilian?**
- a) Declining a cup of coffee
 - b) Greeting a group as a whole
 - c) The "OK" hand gesture
 - d) Using a title with a first name (e.g. Señor Pablo)
- 11. It's okay for a visiting businessperson to be late to a meeting.**
True False
- 12. Which of the following would not be an appropriate introduction?**
- a) Chamber of Commerce
 - b) Embassy
 - c) Investment Banker
 - d) Secretary
- 13. Which of the following would be the most appropriate first steps when meeting a Brazilian?**
- a) Get introduced by third party, demonstrate your product
 - b) Get introduced by third party, talk about your family
 - c) Introduce yourself politely, demonstrate your product
 - d) Introduce yourself politely, talk about your family
- 14. Which of the following would be appropriate topic for warm up conversation?**
- a) Development of the Amazon
 - b) Economic growth in Argentina
 - c) Family and backgrounds
 - d) Recent elections

- 15. What might be a good way to prepare for doing business in Brazil?**
- a) Listen to African-language audio tapes
 - b) Listen to Spanish-language audio tapes
 - c) Take a language immersion course in Mexico
 - d) Take a language immersion course in Portugal
- 16. A Brazilian will always tell you exactly how they feel.**
True False
- 17. Which of the following will not help build rapport with Brazilian associates?**
- a) Give them a warm embrace
 - b) Kiss them on the cheek
 - c) Show approval with the "OK" sign
 - d) Stare them in the eye
- 18. If a Brazilian man kisses the cheek of a U.S. businesswoman, the woman should:**
- a) Ask him in Spanish to stop
 - b) Back up to avoid a misunderstanding
 - c) Invite him to a business dinner
 - d) Try to ignore the cultural difference
- 19. A Brazilian is likely to miss a family function because of a work obligation.**
True False
- 20. Which of the following would be the best negotiation strategy in Brazil?**
- a) Be brief and emphasize financial forecast
 - b) Be brief and emphasize intuitive aspects
 - c) Be patient and emphasize financial forecast
 - d) Be patient and emphasize intuitive aspects
- 21. When making decision, Brazilians often take into account feelings and emotions:**
True False
- 22. If a negotiation deadline is approaching, it's best to:**
- a) Ask your Brazilian counterpart how to speed up the process
 - b) Speed up the talks because Brazilians dislike haggling
 - c) Try to extend the deadline
 - d) Use a more aggressive approach to persuasion
- 23. Which of the following is not true about a typical Brazilian worker?**
- a) Additional training needs
 - b) Might hesitate to accept additional responsibility
 - c) Might miss work because of family situations
 - d) Will have strong loyalty to corporation or company

24. Brazilian management is based on egalitarian, peer-like principals.

True False

25. According to the video, managers might experience problems in all of the following areas except:

- a) Delegating projects
- b) Employee theft
- c) Getting accurate feedback
- d) Giving criticism

NOTES

Answers to Multiple-Choice Test Questions

1. a
2. c
3. d
4. b
5. c
6. d
7. c
8. False
9. c
10. d
11. False
12. d
13. b
14. c
15. d
16. False
17. c
18. d
19. False
20. d
21. False
22. c
23. d
24. False
25. b