

## 10. Strategic Analysis: Putting Game Theory to Work

INSEAD

The Business School for the World®

Timothy Van Zandt  
INSEAD

July 8 – July 13 (9:00am – 3:00pm)  
July 14 (9:00am – 12:00pm)

This course uses game theory tools to improve manager's skills in strategic situations. Game theory provides frameworks and insights that make for better intuition and analysis. The course will consider applications to pricing, strategic investment, network externalities, bank runs, currency crises, auctions and tenders, advertising, negotiations, sustaining cooperation in long-term relationships, and many others. Pedagogically, the course is based on examples, cases, and especially simulations.

Timothy Van Zandt is Associate Professor of economics at INSEAD and Shell Fellow of Economic Transformation. He is also the Academic Director of INSEAD's PhD program and a research fellow at the Center of Economic Policy Research. He holds a PhD in Economics from University of Pennsylvania (1988) and has been visiting professor at Columbia University, Stern School of Business -NYU, Princeton University and Yale University among others. His main teaching interests include managerial economics, economics of uncertainty and information and game theory.



## 11. Babson Entrepreneurship Program

BABSON

BABSON COLLEGE, Wellesley,  
Massachusetts

July 16 – July 20 (9:00am – 5:00pm)

This course will be taught at Babson College in Wellesley, Massachusetts. Opened only to School of Management Master students.

Babson College, a global leader in entrepreneurship education, teaching, and research, will teach an entrepreneurship program in which the overall goal is to provide a learning experience to students in which they will acquire a business global perspective and entrepreneurial mindset. At Babson Entrepreneurship is defined as a way of thinking and acting that is opportunity obsessed, and leadership balanced. It isn't just an academic discipline, it's an attitude and a way of living.

Participants must be master students. Delivery, as well as material is in English, and participants are required to prepare for each class, present, and participate in the class discussion. From Monday to Friday participants should expect to start days at 9:00am and finish activities at around 5:00pm. Time will need to be dedicated to work in teams and individually during most of the evenings. The program is delivered by Babson College faculty.



The International Summer School program was launched in 2004 to give Uniandes School of Management (IASM) students the opportunity to broaden their international perspective by being exposed to cutting edge courses that offer students advanced learning in specialized management fields. These courses are taught by experts from prestigious universities around the globe and are designed for Undergraduate and Graduate students, as well as participants from Executive Education who seek to increase their knowledge in a global and competitive environment.

During June and July 2012, participants will have the opportunity to interact with professors from a wide range of universities around the globe such as: INSEAD, Cornell University, University of Hull, ESADE, Audencia School of Management, Aston University Business School, Rouen Business School, Royal Holloway School of Management at the University of London, among others.

Universidad de los Andes  
School of Management



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## PROGRAMS

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CEOs Program



## Further information

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## For complete program details:

<http://administracion.uniandes.edu.co>



ESADE  
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BABSON

Royal Holloway  
University of London

INSEAD  
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Cornell University

Aston Business School

ESPM

# COURSE DESCRIPTIONS



## 1. Investment Decisions in Unstable Markets



Jaime Sabat  
ESADE

May 30 – June 8 (7:00am – 9:00am)  
June 2, 9 (9:00am – 5:00pm)

Opened only to School of Management Master students

Every investment decision demands the application of modern financial theory. However, advanced theories are set in the context of developed countries and do not capture the intricacies of operating in unstable markets. Despite the importance of investment flows to developing countries today, it's surprising that very little has been done to adapt financial principles to the special realities of unstable markets. In this course we will make an effort to fill in this missing part. Key concepts of financial theory will be reviewed with a focus on investment decisions in real assets as it relates to investors in unstable markets.

Jaime Sabat is Full Professor in finance from ESADE. He holds a PhD from the Wharton School at University of Pennsylvania (1995). He has been visiting professor from several universities such as the Stern School of Business at NYU (1996-1999), ESCP in France (2001) and Instituto Tecnológico de Monterrey - ITAM (2005). He was also vice president of consulting at AT Kearney with direct responsibility on Arab countries. His main areas of academic and research interest are corporate finance with an emphasis on emerging markets.

## 2. Principles and Techniques of Mathematical Modeling in Management



Ozen Despic  
Aston University Business School

May 30 – June 5 (9:00am – 9:00pm)  
June 2, 9 (9:00am – 12:00pm)

Principles of mathematical modeling are now within reach to many. Several companies may be using them today to gain a competitive advantage and tomorrow, they will use them to survive the harsh competitive environment. The aim of this course is to refine and enhance students' ability to think critically and to develop practical and analytical skills needed to utilize some of the most frequently used mathematical models in business. Through real-world case studies students will have an opportunity to learn and experience a variety of issues, problems and pitfalls one can have throughout the modeling process.

Ozen Despic holds a PhD in Industrial Engineering from University of Toronto. He is lecturer and Academic Director of the Master of Science (MSc) in Business and Marketing Analytics and of the MSc in Operational Research and Performance Management Programs at Aston University. He is also Associate Fellow at Warwick Business School and visiting professor at the European Centre for Finance and Development. He received Aston University's Excellence Award for teaching in 2006. His main research area is mathematical modeling for various types of optimization and performance improvement.

## 3. Effective Branding and Advertising



Brian TR  
Baird University

May 30 – June 7 (9:00pm – 9:00pm)  
June 2 (9:00am – 5:00pm)  
June 9 (9:00am – 1:00pm)

The course is designed to provide skills and understanding on the role of brand development and advertising in connecting with consumers and building strong brands. Students will learn the fundamental principles and practices of strong brands; the interplay between brands and effective advertising; how to lay the strategic foundation for developing effective advertising and how to evaluate it. Ultimately, the goal is for students to become more effective managers of the advertising and branding process.

Brian TR is Clarence H. Helen Gieber Professor of Marketing at Baird University. He holds a PhD in Business Administration from University of South Carolina and a Master of Business Administration from the University of Texas at Austin. He has written various articles and proceedings in advertising and marketing journals and his research interest are associative learning, brand equity, celebrity endorsements and creativity in advertising. He has also contributed to the development of an industry award for excellence in sports sponsorship (The Bill Westcott Award).



## 4. International Sustainable Logistics and Supply Chain Management



Alexander Trautwein  
University of Hull

June 12 – June 22 (9:00pm – 9:00pm)  
June 18, 23 (9:00am – 12:00pm)

This course aims to introduce students to principles and practices that facilitate responsible supply chain strategies and sustainable logistics operations. Students who are new to this subject will gain an appreciation of the complexity and diversity of the subject. However, if students have previous experience of logistics and/or supply chain management they will gain fresh insights from current thinking in the new and rapidly expanding topic of sustainability as it relates to logistics and supply chain management.

Alexander Trautwein holds a PhD in Management from the University of Hull. He is a lecturer in logistics and supply chain management from the Logistics Institute at his institution. His research interests include food and retail supply chains, inventory management and product availability. Trautwein has published in the Journal of Business Logistics and the International Journal of Physical Distribution and Logistics Management among others. He is a member of the Chartered Institute of Logistics and Transport (CILT), the Council of Supply Chain Management Professionals in the USA and the German Logistics Association (VL).

## 5. From Corporate Turnarounds to Sustainable Growth



Adrien Schmitt  
Audencia School of Management

June 12 – June 22 (9:00pm – 9:00pm)  
June 18, 23 (9:00am – 12:00pm)

Turnaround management is about restructuring troubled companies. The course examines restructuring business situations, such as established firms experiencing operational, financial and management difficulties. This course intends to extend and broaden the student's knowledge of organizations by studying how organizations and people react and cope with corporate crisis conditions. It emphasizes the operating manager's perspective and considers strategy issues, as well as financial ones. The student will discover theories and practices on corporate turnarounds in particular, and change management in a crisis context.

Adrien Schmitt is Assistant Professor in the Strategy area. He holds a PhD in Management from University of Geneva (2009) and a M.A. in Business from University of Nuremberg. He previously worked as research associate at the Center for Organizational Excellence at the University of St. Gallen and as visiting scholar at Columbia University's Jerome A. Chipera Institute of International Business. His main research areas are: organizational development and change, corporate strategy, organizational decline, the ambidextrous organization.



## 6. Competitive and Corporate Strategy: Applications in Emerging Markets Contexts



Luiziano Cavusgil  
Royal Holloway School of Management, University of London

June 18 – June 29 (9:00pm – 9:00pm)  
June 23 (9:00am – 12:00pm)

This course discusses industry analysis, strategic positioning, the effect of competition and international business, all referring to emerging markets and more specifically Latin America. Moreover, corporate strategy which is the way a company creates value through the configuration and coordination of its multimarket activities will be overviewed. The course focuses on the multimarket scope of the corporation including its products, geographic and vertical integrated boundaries and its related and unrelated diversification. Unlike most strategy courses, the module discusses the concepts applying them to emerging markets contexts.

Luiziano Cavusgil is Assistant Professor in strategy and international business from the Royal Holloway School of Management at University of London. He holds a PhD from the London School of Economics & Political Science. His current areas of interest include multinational foreign direct investment, the development of technological capabilities in Latin America and industrial clusters. He has been visiting professor of INCAE Business School and of ESPM-SAP Business School. He acts as reviewer of The Journal of Development Studies and The Journal of Latin American Studies.

## 7. Corporate Entrepreneurship



Marcos Machado  
ESPM

June 25 – July 6 (9:00pm – 9:00pm)  
July 7 (9:00am – 12:00pm)

The course will examine the differences between the entrepreneur, executive and intrapreneur career paths; while looking at the different types of corporate entrepreneurship: intrapreneurship, corporate venture and organizational renewal. The course will answer questions such as how do existing enterprises generate innovation and new businesses and look at new organizational designs to restructure processes and business models. Students will study the future challenges of each of the mentioned career paths, interludes the creation of a business plan from an internal idea and develop selling skills to possible sponsors.

Marcos Machado is Entrepreneurship Professor and Researcher at ESPM. Until recently, he worked as Director of the Entrepreneurship Center at INSPER and Director of the National Association of Studies in Entrepreneurship and Small Businesses. He holds a PhD in Business Administration with a concentration in Entrepreneurship from FEA/SP, FUNDACAO Getulio Vargas (2006). One of his major achievements is the organization of the Latin America Innovation Challenge, the largest corporate innovation competition in the world (2008 – 2011).

## 8. Marketing and Management in the Food Industry



Cornell University

Miguel Gómez  
Cornell University

July 9 – July 16 (9:00pm – 9:00pm)  
July 14 (9:00am – 3:00pm)

To be taught in Spanish

The objective of this course is to create a space for reflection on the principals and fundamentals of marketing and its application to both the private and public problems that characterize the food supply chain, in order to help students in the definition of marketing strategies for products in this sector. The course will focus on recent trends in production, processing and distribution of food on a global scale. It will also consider elements that affect the international trade of perishable products and the political framework that influences the food industry.

Miguel Gómez holds a PhD (1998) and an MSc in Agricultural and Consumer Economics (1986) from the University of Illinois at Urbana-Champaign. Prior to joining Cornell, he was faculty member at the University of Illinois and research associate at Cornell. His current areas of interest include Food and Horticultural Marketing, Applied Institutional Organization and Food Distribution Channels. His research focuses on the economics of locally produced specialty, contrasts between food suppliers and supermarkets, customer satisfaction in food retailing, price analysis, and market power in food distribution channels.

## 9. Banking Regulation



Nathalie Janson  
Rouen Business School

July 9 – July 19 (9:00pm – 9:00pm)  
July 14 (9:00am – 12:00pm)

This course focuses on banking regulation and supervision, and in particular the capital regulation. Special attention will be dedicated to the Basel Accord. The design of Basel III has been unveiled and the merits of the changes introduced in the light of the crisis will be discussed, as well as the merits of the government and monetary authorities' intervention, and its potential negative consequences. The course begins with a brief overview of the financial system and a presentation of the nature of banking activities in order to understand the apparent complexity of the contemporary banking and the financial system.

Nathalie Janson is Associate Professor of International Finance and Economics. She holds a PhD in Economics of Banking from Université Paris La Sorbonne and a Master Degree in International Economics and Banking from Université Paris 21 in Dijon, France. She has a long standing teaching experience in International Finance, Financial Intermediation, Financial Institutions, Corporate Finance, and Money and Banking. Her research focuses on bank capital regulation, the banking and banking history.