



international
summer
school 2023

COURSE
DESCRIPTIONS



Universidad de
los Andes
Colombia

School of
Management
Leadership for Life

DIGITAL TECHNOLOGY AND BUSINESS STRATEGY

Monday-Friday (6:00 pm – 9:00 pm)

Saturday (9:00 am – 12:00 m)

ONLINE PM

The use and proliferation of digital technologies have created drastic shifts in the way in which organizations buy and sell goods and services, and integrate their supply chain and delivery systems. Digital technologies have also resulted in the fundamental transformations in the structure form, and governance of organizations. Today, information technology and networks represent the critical infrastructure on which corporations and the economy depend not only for the execution of operations, but also increasingly for the formulation of strategy and for competitive differentiation. Although some companies are very successful in discovering and cultivating innovative technology-enable business strategies, many fail in the process. Managers must learn to manage enterprises in a net-centric environment, exploit the enabling role of digital technologies in transforming business and work group and individual processes, and extract the maximum strategic and tactical advantage based on the use of information. Making fashionable investments without systematically analyzing needs and without understanding how to adopt these new technologies in accordance with their company's situation is irresponsible.



**Ramiro
Montealegre**

University of Colorado

Associate Professor of Information Systems at the University of Colorado, Boulder. He holds a Ph.D. in Business Administration (management information systems) from Harvard Business School and a master's degree in computer science from Carleton University in Canada. Professor Montealegre's research focuses on the interplay between new digital technologies and organization transformation in highly uncertain environments. He has been involved in studying projects of organizational change in the United States, China, India, Canada, Spain, Mexico, and the Central and South American regions. He has received the MCB University Press' Award for the "Most Outstanding" paper published in the Journal of Information Technology & People; and the "Best Paper" Award of the Organizational Communication and Information Systems Division of the Academy of Management.

INFRASTRUCTURE FINANCE

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

The course is designed to put into context the relationship between infrastructure and economic growth and interrogate the depth of the infrastructure gap, with a focus on four (4) sectors: Energy, water, telecommunications, and transportation. It also examines the innovative financing models used in infrastructure finance including Public Private Partnerships, Future Flow Securitisation and Blended Finance. Emerging issues in the infrastructure sector such as gender mainstreaming and building sustainable infrastructure assets are also discussed in the course.



**Ashenafi
Fanta**

Stellenbosch University

Dr. Fanta holds a doctoral degree in Corporate Finance from Johannes Kepler University of Linz, Austria. He is a senior lecturer and head of PhD development finance program at the University of Stellenbosch Business School. Prior to joining the University of Stellenbosch, Dr Fanta worked as Data Analysis and Segmentation Expert at FinMark Trust where he was involved in developing segmentation models, developed a new financial indicator, among other projects. Dr Fanta was also involved in the Making Access Possible (MAP) program where demand side data is triangulated with supply side data in drawing a roadmap to financial inclusion in an economy.

Recently, he received the Best-Paper award from Taylor & Francis at International Academy of African Business and Development (IAABD) for his paper published on the Journal of African Business. His research interests include financial development, infrastructure finance, SME finance, financial inclusion and corporate governance of financial institutions.

BUSINESS IN METAVERSE: APPLICATIONS AND IMPLICATIONS

Monday-Friday

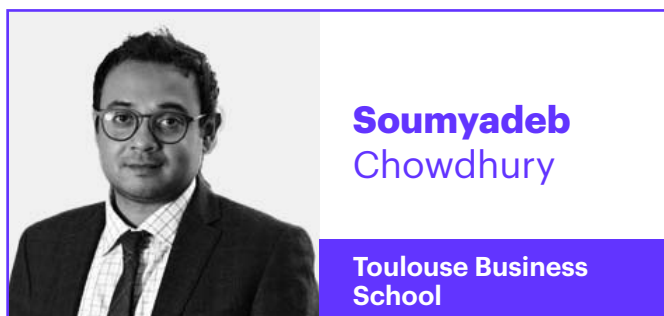
Section 1 (9:00 am – 12:00 m)
Section 2 (6:00 pm – 9:00 pm)

Saturday

Section 1 (9:00 am – 12:00 m)
Section 2 (1:00 pm – 4:00 pm)

ON CAMPUS

The world is swiftly preparing for the metaverse as it rapidly evolves from a sci-fi concept into a reality, which brings turbulence in the technology driven world. Metaverse has been touted to form the next generation of business applications and models, which will have significant implications for society and organisational functions. It has gained traction from technology companies like Microsoft, Facebook and Nvidia, and retailers like Nike and Ralph Lauren, offering a blend of online and offline experiences occurring in several alternative worlds. The proliferation of technologies such as virtual reality, augmented reality, mixed reality, artificial intelligence, blockchain applications such as smart contract and non-fungible tokens (NFTs) and cloud computing (5G networks) are playing a pivotal role in accelerating the adoption and virtual immersive experiences of users, causing business model disruption as well as innovation in the metaverse ecosystem. The course will contribute to SDG8 (Decent work and economic growth) and SDG 9 (Industry, Innovation and Infrastructure)



**Soumyadeb
Chowdhury**

Toulouse Business
School

Associate Professor of Emerging Technology, Analytics and Sustainability at TBS Education (Toulouse), France within the Information, Operations and Decision Sciences department. He is the head of TBS Center of Excellence on Sustainable Development and Corporate Social Responsibility (SD-CSR). His research currently focusses on Emerging technologies such as AI, blockchain, Metaverse, Circular Economy, Digital analytics for smart decision-making, and Sustainable innovation. His research projects on these topics have received grants from the British Council, Newton-Royal Academy of Engineering (RAE), UK Research and Innovation (UKRI), Economic and Social Research Council, French National Research Agency (ANR), collaborating with academic and business organisations worldwide. He has also co-authored a recent sustainability report collaborating with World Economic Forum (Geneva). He has won several teaching innovations awards in the institutions he has worked due to his creative and unconventional methods integrating traditions with modern flavour helping engage and motivate students in both theoretical and practical courses.

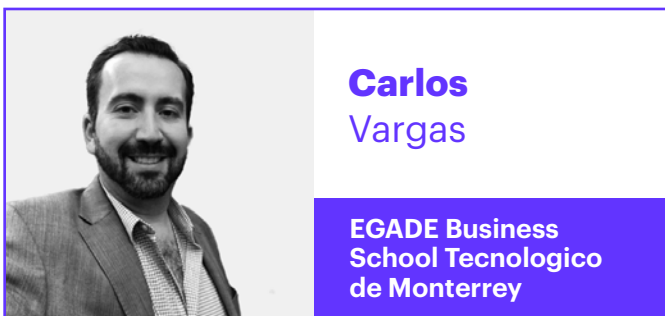
FUNDAMENTALS OF SUSTAINABLE FINANCE

Monday-Friday (6:00 pm – 9:00 pm)

Saturday (9:00 am – 12:00 m)

ON CAMPUS

The new normal in the financial world is Sustainability. Increased awareness on international markets led among other reasons by the scarcity of resources, the search for profits through efficiency and climate change influences financial decisions worldwide. Investors react to and value ancillary factors in their financial decisions and sustainability continues to gain recognition. All business magazines and periodicals address the subject in their current editions. Colombia now has a Taxonomy, the Dow Jones even has a sustainability index and the search for profitability through efficiency transcends from a trend into the new norm. This course is the study of finance and sustainability as an integrated subject beginning with an introduction of financial and investment principles and moving towards financial analysis, financing, and valuation. The course covers diverse aspects of sustainable investments and offers tools for effective financial valuation and effective risk assessment.



**Carlos
Vargas**

EGADE Business
School Tecnológico
de Monterrey

Professor of finance at EGADE Business School. He has experience in sustainable finance, renewable energy, development economics and real estate finance. He holds a PhD in Finance by the University of Zurich (2019). He has taught at Harvard Business School since 2013. He has been actively involved in several companies such as New Evolution Ventures Mexico (an investment fund subsidiary), the Vertex Companies and BBVA Asset Management Mexico. He has been invited to conferences at the University of Massachusetts, Boston, Babson College, and various universities in Europe and Latin America.

ENTREPRENEURSHIP BOOTCAMP

Monday-Friday (8:00 am – 2:00 pm)

BLENDED

The Uniandes Entrepreneurship Bootcamp is an intensive course for the development of entrepreneurial skills and the creation of high-impact entrepreneurship projects. The course is structured around two different types of methodologies: (i) Problem Based Learning (PBL) methodology, where participants will face challenges associated with the different stages of the entrepreneurial process and will be guided by international experts; and (ii) the construction of an individual entrepreneurship project that will be presented to an external evaluating panel that will award the winner a seed capital prize for its development. The course requires high participant interaction both in group and individual work in order to develop their entrepreneurial skills. It will feature the participation of prominent Latin American entrepreneurs who have created new milestones in entrepreneurship in the region in last years and will be able to share their experience and knowledge with the participants.



PROFESSIONAL SELLING

Monday-Friday (6:00 pm – 9:00 pm)

Saturday (9:00 am – 12:00 m)

ONLINE PM

The objective of this course is to introduce students to the many issues undertaken by salespeople in international settings, while learning to sell themselves, their company, and their products/services in countries worldwide, all within a socially responsible and ethical framework. Students will learn the basic tenets of adaptive, relationship selling in dealing with various sales situations and business cultures—as well as the power of SPIN selling to obtain commitment in larger, more complex transactions, while getting multiple chances to practice the art of presenting, selling, negotiating, and closing through numerous presentations and role-plays both in teams and individually.



**Carlton
O' Neal**

University of San Diego

Professor of marketing at University of San Diego. He has a 25-year experience in technology, global entrepreneurship, marketing, sales and business development. He teaches marketing, business- to-business marketing and professional selling and sales.

Previously, he held vice president and CEO positions with various startup and public technology companies in the U.S. and abroad, and pioneered the creation of the first commercial 4G standard in the world called WiMAX. O'Neal was involved in strategic planning and leadership including market targeting, positioning and differentiating, developing key early customers and partnerships and marketing and selling products and services. O'Neal began his career in various management positions at voicemail inventor Octel and AT&T, and practiced corporate, technology and securities law at Baker & Botts, the oldest and largest technology law firm in the southwest United States.

ENTREPRENEURIAL GROWTH: SCALING VENTURES FOR LONG-TERM SUCCESS

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

For high-potential start-ups, one of the biggest challenges is deciding how to grow. The course Entrepreneurial Growth provides tools and insights to help you scale ventures in fast-changing marketplaces. Drawing on strategy, history, entrepreneurial finance, and organizational behavior, students will examine critical dilemmas that span the lifecycle of entrepreneurial ventures. Focusing on companies that have already achieved product-market fit and are ready for scale and impact, we explore how to unite people for growth, involve investors without losing control over mission, use financial planning tools to organize different resource providers, and evaluate exit dilemmas. We discuss the “fit” of different scaling strategies with their institutional and cultural environment, challenging the idea of a one-size-fits-all ideal. Rather than promoting growth at all cost, we debate scaling strategies that prioritize local embeddedness and long-term success.



**Christina
Lubinski**

Copenhagen Business
School

Christina Lubinski is a professor of entrepreneurship and history at Copenhagen Business School. She teaches and researches entrepreneurial ventures and their growth strategies. Prior to moving to Denmark, she was a professor at the Greif Center for Entrepreneurial Studies, Marshall School of Business, University of Southern California, Los Angeles. Christina has worked with entrepreneurial teams in California, Denmark and Germany, has collaborated with incubators and accelerators, and has offered executive education on startup boards. Her research places scale in economic, cultural and institutional contexts criticizing one-size-fits-all growth strategies.

WELL-BEING PRINCIPLES FOR BETTER MARKETING & CONSUMPTION

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

This course is aimed at providing students with scientific knowledge on well-being and how consumption & marketing impact well-being positively or negatively. The course aims to answer 3 questions: 1) what factors contribute to human well-being? 2) how does consumption impact our well-being as consumers? 3) how can marketing become a catalyst for individual and social well-being? The purpose of this course is to equip students with fundamental concepts of well-being drawn from current scientific sources and our current scientific knowledge on the impact of consumption and marketing on well-being. Students should then be able to apply this knowledge in their personal and professional lives as marketers, enhance their self-understanding as consumers, and broaden their perceptions of how marketing can contribute to better individual and social outcomes. This course aims to impact students through empowering them to understand how their own behavior as consumers affects their well-being in order to improve their life, and also by enabling them to apply this knowledge as future marketers.



Sofia Kousi is an Assistant Professor of Marketing at Nova SBE with expertise in consumer wellbeing and branding. Her work has been featured in Harvard Deusto Business Review, Público and Polígrafo, as well as top international marketing and psychology conferences (Society for Personality and Social Psychology, European Network for Positive Psychology, Association for Consumer Research, European Marketing Academy). Prior to joining Nova SBE she was a category brand manager at Pepsico, as well as a brand strategist and researcher at Interbrand and ACNielsen, working with global clients like Kodak Professional, ING, Reckitt Benckiser, Prozac, Jameson, Petrolbras, and more. She received her Ph.D. from Athens University of Economics and Business. Sofia holds an MBA from NYU Stern School of Business, and a BS from the Wharton School.

INTERNATIONAL CORPORATE FINANCE - WITH A FOCUS ON EMERGING ECONOMIES

Monday-Friday (6:00 pm – 9:00 pm)

Saturday (9:00 am – 12:00 m)

ON CAMPUS

The course covers various aspects of multinational corporate financial management. The topics include (among others): country risk assessment, cross-border financing and investment analysis, currency risks, corporate laws and governance around the world. We will give special emphasis on applications in emerging markets.



Full Professor of Finance at FGV-EAESP and a CNPq research fellow. He holds a BA in Business from the University of São Paulo (1999), a MSc in Petroleum Engineering from the State University of Campinas (2002) and a PhD in Business (Finance) from Fundação Getulio Vargas (2006). He teaches in graduate and undergraduate programs and supervises MSc and PhD students. His research focuses on financial stability, banking, risks and financial crises and has been published in journals such as the Review of Finance, Journal of Corporate Finance, Journal of Financial Stability and Journal of Banking and Finance. Rafael was a visiting professor at Copenhagen Business School in 2016/17, and a visiting scholar at the Wharton School of Business – University of Pennsylvania (2013/2014) and the University of Illinois at Urbana-Champaign (2009). He is a subject editor of the Emerging Markets Review and the Journal of Multinational Financial Management, and a member of the editorial board of Estudos Econômicos, RAE (Journal of Business Management) and the Brazilian Review of Finance.

BUSINESS MODELS FOR THE DECADE TO COME

Monday-Friday (6:00 pm – 9:00 pm)

Saturday (9:00 am – 12:00 m)

ON CAMPUS

This course examines how companies update, modernize and create new value propositions and profit formulas in an everyday more complex and global environment. In essence, a business model involves the allocation of critical resources and competences in a competitive environment over relatively long periods of time in the pursuit of the creation of value for customers and the capture of the value thus created. The course will cover the major business model decision-making tools. Participants will learn to assess why and how new and emerging business models develop in a variety of contexts (industries, countries). They will learn how to use methods to explore and exploit breakthrough business models. Particular attention is paid to processes, competencies, competitive positioning and comparative approaches that drive value creation. Topics such as two-sided markets, free to fee businesses, ecosystems, network externalities, and servicization are addressed.



**Claude
Chailan**

**Strasbourg Business
School**

Dr Chailan is Professor and Programme Director at EM Strasbourg Business School. He holds a Ph.D. in Management from the University of Nice, France. Dr. Chailan teaches in the areas of Business Models, International Business, Pricing, Corporate Strategy, Luxury Strategy, and Strategic Decision-Making. He has a great amount of international experience. Prior to joining the academia, Dr. Chailan held high-level positions in international management, including senior positions at Danone, Sara Lee and L'Oréal.

Dr Chailan's research focuses on the links between corporate strategy and international business. His research has been disseminated in international conferences, and published in leading journals, including: the Journal of Marketing Management, the Journal of Product and Brand Management, Euromed Journal of Business, the International Journal of Trade and Global Markets, the Journal of Competitiveness and Strategy, Critical Perspectives on International Business, the Journal of Business Research and the International Business Review to name a few.

INTERNATIONAL NEGOTIATIONS – SKILLS TRAINING

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

The course offers an alternative way of learning negotiations skills, deploying philosophy of learning-by-doing and hands-on approach. It teaches students to articulate their argument, how to present it, and challenges them to critically approach, evaluate and improve their skills. The focus are international, multicultural negotiations that we explore based on role-play simulation games within the UN and WTO environment.



**Patrycja
Rozbicka**

Aston University

Associate Professor at Aston University. Dr. Rozbicka joined the Department of Politics and International Relations at Aston University in 2015, having previously worked as a post-doctoral researcher and lecturer at the Ruhr University Bochum, Germany. Prior to coming to the United Kingdom, Dr. Rozbicka held appointments at the University of Victoria, BC, Canada, visiting researcher post at the Institute of European Studies, Vrije Universiteit Brussel, Belgium, and finished her PhD at the European University Institute, Florence, Italy. Dr. Rozbicka's research agenda focuses on two main topics. The main area of research circulates around participation of non-state actors in the international and national policy-making and negotiations. The second strand of her research focuses on the regulation of the live music industry, and creative industries in more general, in the UK and beyond. Next to these, Dr. Rozbicka is professionally trained negotiator, who has experience of training multiple generations of negotiators within the EuroSim model and Model UN, and she has received the Political Science Association Award for "Innovations in Teaching Politics (Group) Award" in 2018.

ORGANIZATIONAL BEHAVIORAL CHANGE IN THE DIGITAL AGE

Monday-Friday (6:00 pm – 9:00 pm)

Saturday (9:00 am – 12:00 m)

ON CAMPUS

This course offers students the opportunity to improve their capacity to deal with behavioral change in organizations by helping them identify, analyze and justify influencing factors, namely, culture, structures, resistance, motivation, role of technology, and the role of the leader, in order to tackle business contingencies amid challenges facing organizations during transformations in the Digital Age.



**Mark
Samuel**

**Audencia Business
School**

Assistant professor at Audencia Business School, and management consultant with Big 4 consulting firms preceded by leadership positions with multinationals like Ericsson, Siemens AG, and Nokia in addition to PPPs, and NGO's. Throughout his career, Mark has primarily served public and private sector clients on digital economic development, competitive and functional strategies, organizational transformations and development, human capital capacity building, competence framework development, and learning, practicing as a corporate director and adjunct professor in organizational behavior. Mark's experience was geographically earned in Europe, Middle East, and Africa, while he later focused on the Gulf region, and primarily on Saudi Arabia.

SUSTAINABLE OPERATIONS

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

The social and environmental impact of businesses has become a central issue in modern society. Communities are demanding higher standards of air, water, and soil quality. Climate change is constantly on the news. Social welfare inequality has been rising. Consumers are becoming more aware and conscious of the social impact of business practices. Even though the technology and products to address many of today's global environmental and social challenges already exist, many communities lack access to them. This course is aimed at analyzing and designing operations processes and strategies to deliver these solutions to those who need them the most. Throughout this class, we will also examine and discuss global issues related to climate change, energy, waste, labor, and poverty.



**Utku
Serhatli**

**Nova School of Business
and Economics**

Utku Serhatli is an Assistant Professor at NOVA School of Business and Economics. He is primarily interested in sustainable operations with a focus on the operational and social impacts of economic and environmental issues. His research utilizes data analysis and mathematical modeling such as optimization, dynamic programming, stochastic processes, and game theory.

His teaching experience includes the core course of Operations Management at INSEAD, Operations Management, Operations Strategy, and Sustainable Operations at NOVA SBE.

He obtained a Doctor of Philosophy from INSEAD, prior to joining NOVA SBE. He also holds a Master of Science from INSEAD and a Bachelor of Science from Bilkent University. He previously worked as a financial consultant at TATA Consultancy Group.

SUSTAINABILITY PRINCIPLES AND PRACTICES: A SUPPLY CHAIN PERSPECTIVE

Monday-Friday (6:30 am – 9:30 am)

Saturday (9:00 am – 12:00 m)

ONLINE AM

As the result of human footprint on the planet, we already passed the safe operating boundary in four areas out of nine planetary boundaries. In 2015, the United Nations provided a list of 17 sustainable development goals for achieving a sustainable future that could better help sectors, industries, executives, and customers to understand how the economies can move from the traditional business models into the more sustainable ones. The global/local supply chains are experiencing more sustainability -related challenges in their businesses such as greenhouse gas emissions, water consumption, land degradation, work health & safety, child labour, and diversity. Customer awareness, rules and regulations, unions, and non-profit organizations are more and more demanding the implementation of sustainability practices and measures in different industries. This interdisciplinary course highlights why the economies need to address sustainability at macro level. We also discuss why global supply chains need to do so and what are the challenges for multi-national companies with fragmented and extended supply networks to integrate environmental and social considerations into their strategies, decision-making, and operations.



Assistant professor at the Department of Business Administration, Jönköping International Business School, Jönköping University, Sweden. In December 2019, he received his Ph.D. degree with a dissertation titled “Sustainable supplier selection in the logistics industry: A comparison of alternative approaches” in the field of business administration in the School of Business, Economics, and Law at Gothenburg University. He also did a two-years postdoctoral research at Business Development and Technology Department at Aarhus University, Denmark. During that time, his research revolved around defining and measuring supply chain competitiveness in Danish multinational corporations.

international summer school 2023

Given the uncertainty related to the pandemic, the time schedule and delivery mode of the courses can be subject to changes according to government and institutional regulations.

Contact at UASM



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Universidad de los Andes | Vigilada Mineducación.

Reconocimiento como Universidad, Decreto 1297 del 30 de mayo de 1964.

Reconocimiento personería jurídica Resolución 28 del 23 de febrero de 1949 Min. Justicia.