

Universidad de los Andes
School of Management
(UASM)

**Courses delivered in
English**

20

24

10

**Graduate
course offer**

January – July

2 Credits

Macro Supply Chain Management: Design and restructuring of global supply chains

Professor: Marcus Thiel**Program:** Part-time MBA

Currently, global and national supply chains are influenced by major changes, caused, for example, by

- (a) Industry 4.0 and its components such as Digitalization and Automation,
- (b) Mega Infrastructure Projects such as the 'Belt and Road Initiative' led by China,
- (c) Geo-political Changes and the Re-organization of Global Trade, and
- (d) Global Climate Change within the framework of the mega-trend of Sustainability.

These factors will have a significant impact on the structure of supply chains as we know them today. In this global context of Macro Supply Chain Management, a central question is: which scenarios will guide the positioning and role of companies and industries?

This course, with a focus on Latin America, presents these factors in a systematic manner and assesses potential impacts on supply chains.

Upon completion of the course, students complement their vision of the potential scenarios for the future of global supply chains and their impact on economies and societies.

2 Credits

Social network analysis

Professor: Sebastian Schorch**Program:** Part-time MBA

Individuals and organizations do not exist in isolation. They are embedded in complex structures of formal and informal (social) relationships that influence their behaviors, provide opportunities for action, and affect what individuals and organizations can achieve. With the advent of the internet and social media, social networks have become omnipresent in the public perception. Yet, scholars have started to investigate the forces and structures that tie together social systems (such as organizations) long before.

This course draws on established concepts from psychology and (organizational) sociology to explore how and why relations are created, what they are used for, and how resulting network structures influence individual and organizational outcomes. For instance, with whom do employees collaborate? How do networks influence job performance? How do networks help organizations to innovate? Besides engaging with network theory, applied (empirical) network analysis is an essential part of this course. Participants will learn how to collect, analyze, and interpret network data to conduct a (small) network study as their main assignment. General knowledge about numerical and statistical concepts is required.

2 Credits

Organizational Theory

Professor: Simon Turner**Program:** Part-time MBA

This course seeks to achieve the following objective: facilitate the approach to the main concepts of organizational theory and promote its appropriation as a basis to understand and act on organizations. In this course, we will learn about the inner workings of organizations through practical case studies and conceptual frameworks. The course will focus on identifying and explaining different components of organizations (e.g., structure, culture, learning) and how to harness their power to determine how people act and interact with each other and with the competitive environment and ultimately to drive organizational performance.

4 Credits

Global Leadership

Professor: Sebastian Schorch
Tatiana Rodríguez**Program:** CEMS

In this module, students develop a deep understanding of leadership at the international level. This includes the cognitive, motivational, and behavioral foundations of leadership and their extension to organizational applications, such as global talent and global knowledge management. This occurs while emphasizing the importance of responsible leadership in a culturally diverse and complex world.

1 Credit

Global Citizenship seminar

Professor: Bart Van Hoof**Program:** CEMS

The purpose of this seminar is to provide students with an understanding of social-environment intersections of circular economy and introduce examples of circularity strategies and practices from various scales and perspectives. Through the seminar, students are expected to enhance their understanding about complexity, cause – effect relationships, and dilemma in circular economy issues, particularly in the context of Colombia, and hone their capacities to develop innovative approaches to address these issues.

Circular Economy proposes innovative models for production and consumption that generate employment, spur economic development, attend new societal paradigms, and keep within a safe boundary of ecosystem functions and services.

8 Credits

Business Project

Professor: Vinciane Servantie

Program: CEMS

The "Business Project" course offers the junior consultant a space to develop a project that integrates their international leadership and strategic competences. Developed in a real environment, this experience -based on a learning-by-doing methodology- contributes to the development of professional skills in administration and the understanding of the critical approach to learning. Specifically, it is intended to strengthen the conceptualization capacity to analyze complex problems in order to make them manageable.

In this sense, the course is designed within the framework of a consulting firm –Consultandes– where junior consultants are involved in the development of a management consulting project. The methodology for the development of the project is oriented to the structuring of problems, transdisciplinary research, teamwork and the focus on results to provide a solution to a real need of a client. Additionally, junior consultants become familiar with consulting as a management tool for strengthening organizations or as a central field of action for their development and professional performance.

2 Credits

Culture and Sustainability

Professor: Bart Van Hoof
Jaime Ruiz

Program: CEMS

This course aims to provide a broad range of tools and frameworks for understanding how culture interacts with sustainability issues from the perspective of marketing of engaged arts creating social value. In particular, we examine how engaged art contributes as a mechanism of dissemination of sustainability values resulting from its marketing.

The key questions that the course will examine are:

- What are the Sustainable Development Goals (SDG) about?
- Does the concept of sustainability in the cultural and creative sector differs from that used in other productive sectors?
- How does culture relate to the SDGs?
- How to scale engaged art initiative through marketing management?
- What are the examples of engaged art for dissemination SDGs issues?

1 Credit

Skill Seminar

Professor: Bart Van Hoof**Program:** CEMS

Skill Seminars are training seminars in practical skills. They are essential to kick-starting an effective professional career and fundamental to adjusting easily to an international management environment. The skills development topics covered during these sessions include: Business communication, strategy skills, personal development, consulting skills, marketing tools, group work abilities, negotiation techniques, career development, presentation skills, among others. Skill Seminars are offered by the CEMS member schools, very often in close cooperation with companies.

Further information

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