

Universidad de los Andes
School of Management
(UASM)

Courses delivered in
English

20

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**Graduate
course offer**

August – December

3 Credits

Consultandes: Environmental Management

Professor: Kenneth Ochoa

Program: Master in Environmental Management
Master in Development Practice

CONSULTANDES is a consultancy project in which students lead the design of an innovative solution to an environmental corporate challenge. Students strengthen their leadership skills and managerial environmental knowledge by solving real life corporate challenges. The process is carried out in groups of 3 to 4 students from diverse disciplines. The agenda of this course seeks to help students to acquire practical and research experience in topics that are relevant for environmental corporate strategy and practices.

In the consulting project, the student is expected to acquire practical experience in the development of a consulting methodology on environmental management issues, such as:

- I) environmental strategies;
- II) environmentally sustainable business models;
- III) innovations that lead to environmental improvements; and
- IV) organizational change processes towards environmental sustainability.

The dynamics of Consultandes follows the practice of project management. Through planning meetings student groups are organized and use different work methodologies that include project management as well as specialized consultancies on particular topics in environmental management. In addition, steering committees monitor the development of each project. These committees are formal advisory spaces where the client, the group of students and the professors participate. The course methodology includes tools to measure learning and knowledge integration.

3 Credits

Accounting and Financial Planning

Professor: Maximiliano González Ferrero

Program: Part-time MBA

Students taking this course will understand basic concepts in accounting, the structure of financial statements, and the tools of financial analysis. Specifically, students will 1) analyse the reality of an organisation in terms of its operations, investments, and finances by reading financial statements; 2) build instruments to measure the cost of resources and the return on investments, based on financial information, in order to evaluate and control the performance of an organisation; 3) project business ideas and forecast their operation through financial statements, understanding the relation between current decisions and short and medium term results in the organisation.

2 Credits

Strategic Brand Management for the Digital Age

Professor: Burcu Sezen**Program:** Part-time MBA

This course in strategic brand management is designed exclusively for future managers. It aims to provide a holistic approach to building and managing brands that will integrate the creative and analytical aspects relevant to the task. Hence, the student will integrate previously acquired knowledge in marketing classes and synthesize knowledge gained in other previous MBA courses when appropriate. There will be an emphasis on branding practices given the digital context and data-driven approaches. Each week, we will discuss a specific branding issue and follow-up with a case study dedicated to that issue. The theory lectures will provide conceptual frameworks for addressing a particular branding problem. The case lectures will allow the student to apply these conceptual frameworks and become aware of the complexities relevant to that branding issue.

2 Credits

Sustainability Issues in Latin America

Professor: Iván Lobo Romero**Program:** Glocal

Latin America is an exceptional case to analyse the challenges of sustainable development. On one hand, poverty rates throughout the region have declined steadily during the last decades. Endowed with one of the largest stocks of available land for agricultural expansion, the region is also one of the most urbanised in the developing world. On the other, the region hosts many of the global 'biodiversity hotspots' where critical biomes (e.g. tropical rainforest, grass savanna, alpine tundra) are severely threatened by deforestation, habitat loss, and pollution from extractive industries. Moreover, most countries in Latin America still rank high as some of the most unequal in terms of income and land distribution. Understanding these contrasting and often contradictory realities admits no simplistic approaches.

This course introduces some of the main environmental and social justice issues that define nature-society interactions in the region and invites students to explore some provoking questions: what is distinctive—if anything—about the main issues and challenges of sustainability in Latin America? Is it possible for the region to turn those challenges into a source of widespread prosperity? If so, how? From an initial historical analysis about how space and territory were configured right after Spanish conquest, the course moves on to address the political economy of contemporary sustainability challenges in the region. It concludes with a critical reflection on future possibilities.

Upon finishing the course, participants will develop a deeper and more acute understanding of the nature, complexity and opportunities underlying sustainable development in the region, in the hope that this will inspire them to help bring about profound, scalable change.

2 Credits

Entrepreneurship and Capitalism in Latin America

Professor: Andrea Lluch
Xavier Durán Amorocho

Program: Glocal

Latin America has experienced a dramatic transformation during the last 150 years. The course discusses the Latin American development through the entrepreneurs who shaped it. The region offers rich, and often traumatic historical conditions, especially concerning the impact of globalization and economic cycles. By placing business in a broad political, economic and cultural context, the course covers the changes in the structure of Latin America businesses over the last 150 years, the winners and losers from capitalist expansion. By reviewing the historical evidence on Latin American entrepreneurship, the course is relevant to all future leaders operating in today's global context, since students will learn to understand how the modern business environment came about, and to think about how value can be derived in volatile circumstances with unpredictable political contexts as well as micro and macro-economic shifts.

2 Credits

Management for Circular Economy

Professor: Bart Van Hoof

Program: Glocal

In a circular economy, economic activity builds and rebuilds overall system health. The concept recognizes the importance of the economy needing to work effectively at all scales – for large and small businesses, for organizations and individuals, globally and locally-. Transitioning to a circular economy does not only amount to adjustments aimed at reducing the negative impacts of the linear economy. Rather, it represents a systemic shift that builds long-term resilience, generates business and economic opportunities, and provides environmental and societal benefits.

The circular economy implies a transformative change in operation, and strategy of organizations and systems in order to consider dynamic interactions between social activities and biophysical environment. Therefore, the scope of circular economy is highly complex decision making, involving many variables and their interactions, and interdisciplinary, drawing knowledge from various disciplines across science, management, and policy.

The purpose of this course 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 course, students are expected to enhance their understanding about complexity, cause – effect relationships, and dilemmas in circular economy issues, particularly in the context of Colombia, and hone their capacities to develop innovative approaches to address these issues.

1 Credit

CEMS 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.

2 Credits

CEMS Block Seminar

Professor: Andrea Lluch**Program:** CEMS

Block Seminars are intensive one-week seminars on an innovative Management topic, run prior to or at the start of the CEMS MIM Term 1. Students from all CEMS institutions gather for the Block Seminars that are usually led by teams of teachers from different disciplines of Management studies.

Block Seminars act as a platform or a “laboratory” to initiate and develop content cooperation between different departments and, eventually, between different CEMS institutions.

3 Credits

CEMS Global Strategy Project

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

This module accompanies the course on global strategy and provides the possibility to directly apply its content with local and multinational organizations in Colombia.

4 Credits

CEMS Global Strategy

Professor: Veneta Andonova**Program:** CEMS

In this course, students take the perspective of managers in multinational organizations and focus on understanding strategic issues. Thereby, they identify the key variables in global strategic management, and apply concepts, theories, and frameworks that help in addressing these issues. Specific topics include: Challenges to global corporations, strategic challenges for internationalizing corporations, and global market structures.

4 Credits

Computational Methods in Finance

Professor: Enrique Ter Horst**Program:** Master in International Finance

The aim of this course is to acquire the basic knowledge, skills and abilities necessary to solve numerical problems in finance using a computer. Hence, computational skills are necessary to solve on day-to-day challenges in the financial industry. Initially, the course covers basic concepts of stylized facts of financial risky assets and introduce the mathematical and statistical techniques in quantitative risk management. Then, we develop techniques to price equity derivatives with main focus on the seminal work of Black-Scholes and Merton. All these topics will have emphasis on theoretical and a practical approach.

4 Credits

Corporate Finance

Professor: Carlos Pombo**Program:** Master in International Finance

This is a first course on Corporate Finance from the point of view of financial economics and agency theory. The course covers theory and review of empirical evidence. This is a graduate course in finance and relies mostly on journals' articles.

The course's design seeks to familiarize the students with the main issues attending corporate decisions on financing, investment, shareholder rights and corporate best practices. The specific objectives of this course is to introduce students to main state of the art literature on the chosen topics, to what extent are the main findings results, research questions, and research gaps.

The pre-requisite of this course is an Intermediate course in Corporate Finance and/or a graduate course on Investments as co-requisite.

4 Credits

Investments

Professor: Andrés Mora**Program:** Master in International Finance

This is a first course on the fundamentals of investment theory and applications. This course provides some critical elements of knowledge, indispensable to attain the objectives stated below. The course will focus on the main ideas that underlie modern investment strategies, stressing their practical aspects. In this purpose, much of the course will be oriented toward portfolio building strategies that provide optimal risk-reward balances, and the associated diversification schemes. The course reviews the traditional investment strategies based on equity, fixed-income securities and, time allowing, some derivative securities.

4 Credits

Financial Econometrics

Professor: Rodrigo Taborda Ríos**Program:** Master in International Finance

Econometrics introduces the quantitative methods used in the empirical study of finance. It also introduces the method of least squares, considered to be the backbone of quantitative analysis. The method's characteristics are analyzed when perfect non-biased conditions and minimum-variance estimators are fulfilled. In addition, the course examines situations where one or more of these conditions is not fulfilled, and explores what techniques are suggested for correcting such residual problems of linear regression equations (normality, auto-correlation, and heteroscedasticity). The final part of the course introduces the analysis of non-linear regression, the method of instrumental variables, logit/probit models, and regressions with limited dependent variables. The basic outline of Econometrics is as follows:

1. OLS + non-compliance of basic assumptions (50%)
2. Instrumental variables (2SLS) + non-linear regressions (25%)
3. Simultaneous equations and dichotomous variables (Logit/Probit) (25%)

Further information

E-mail: csa.adm@uniandes.edu.co - **Phone:** +61(1) 339 4949 Ext. 1112

<https://administracion.uniandes.edu.co/index.php/en/>