



UNIVERSIDAD DE LOS ANDES
SCHOOL OF MANAGEMENT

ENTREPRENEURSHIP
AND SUSTAINABILITY IN EMERGING
MARKETS

GLOCAL STUDY TRACKS C AND G

Academic Information

October – December 2023

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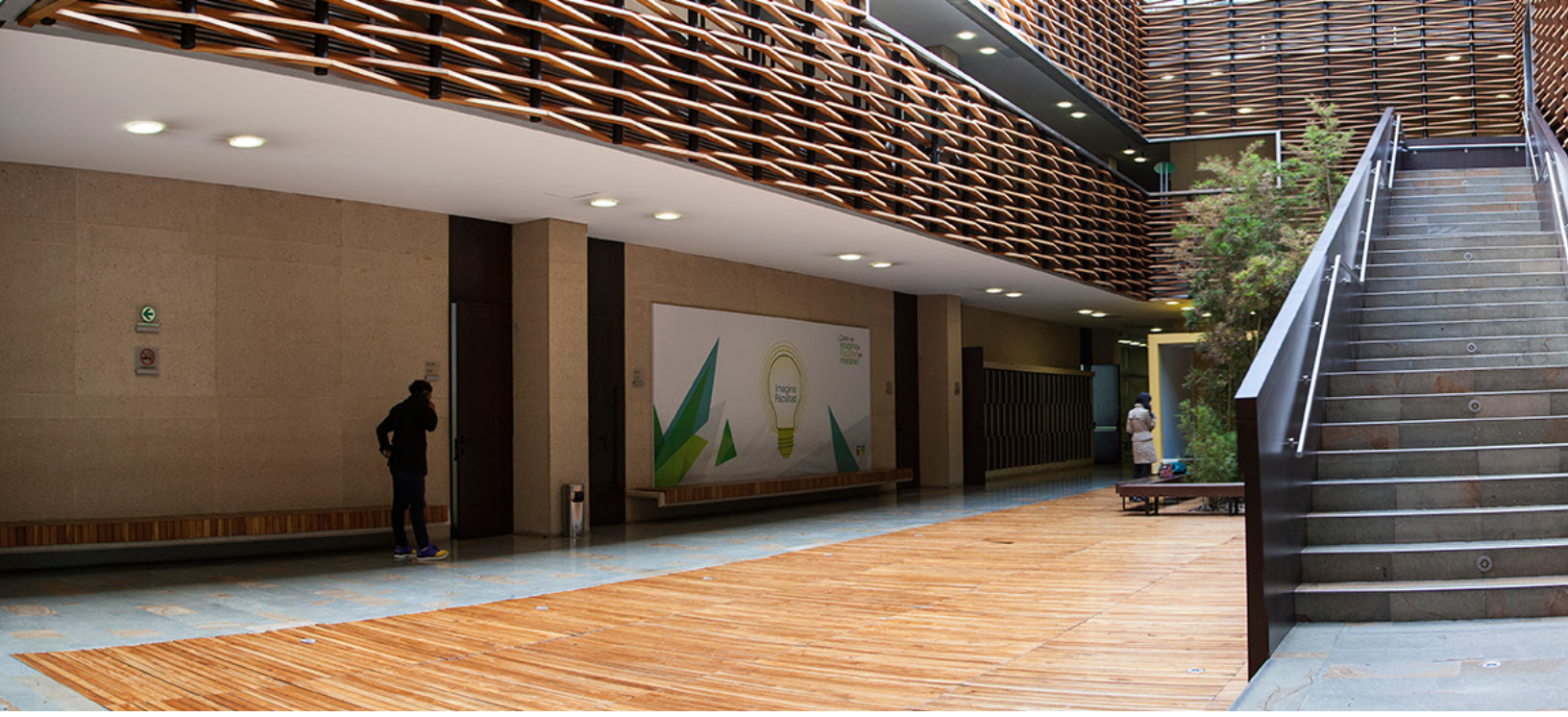


1. Welcome to Universidad de los Andes School of Management

Universidad de los Andes (Uniandes) is a private, non-profit, non-denominational university founded in 1948.

Basic Facts about the University:

- 10 Schools (Architecture, Arts and Humanities, Economics, Education, Engineering, Law, Management, Medicine, Sciences and Social Sciences).
- 17 doctoral programs (412 students).
- 109 graduate programs (3,966 students).
- 43 undergraduate programs (17,361 students).
- The University currently has 10 constitutive Schools.
- 90% of Uniandes full-time faculty hold a PhD, the largest percentage in Colombia.
- In 2023 Uniandes ranked 220th in the QS World University Ranking and 6th in Latin America.
- In 2022 Uniandes ranked in 13th place in the 2022 Times Higher Education Latin America University Ranking.



Universidad de los Andes School of Management (UASM) was founded in 1972 and is one of the ten constitutive schools within the University. UASM defines itself as a school of management rather than a business school, and it is committed to educate and influence decision makers in all sectors: private, public, and not for-profit.

Basic facts:

The School's academic portfolio features:

- One undergraduate program (Management)
- One doctoral program in Management
- Seven specialized master programs
- Three graduate specialization programs
- UASM features a wide range of executive education programs (open and customized programs).
- 61 full-time faculty (90% hold a Ph.D.)
- 14 different nationalities.
- Triple accreditation (EQUIS, AACSB, AMBA)



2. Course Descriptions

As part of the GLOCAL certificate delivered at Uniandes all track C and G students must enroll in **two mandatory** core courses and choose **two elective** courses (a total of 30 ECTS). Below is a brief description of the different core and elective courses available.



2.1 Core courses (Two mandatory courses)

Course 1: Sustainability Issues in Latin America

Professors: Iván D. Lobo
Email: ilobo@uniandes.edu.co
Dates: October 11 – November 29, 2023
Schedule: Wednesdays 6:00 pm - 9:00 pm
Credits: 4

DESCRIPTION

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 help shape interactions in Latin America. It emphasises issues whose characteristics help better understand the nature and implications of sustainability for the countries in the region. The course adopts a political economy perspective, an analytical lens whereby the inextricable relationship between the economic and political dimensions of development takes centre stage. Participants are invited 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?

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



Course 2: Entrepreneurship and Capitalism in Latin America

Professors: Andrea Lluch and Xavier Durán
Email: am.lluch@uniandes.edu.co | xh.duran21@uniandes.edu.co
Dates: October 10 – November 28, 2023
Schedule: Tuesday evenings: 6:00 pm - 9:00 pm
Credits: 4

DESCRIPTION

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. It offers students an opportunity to explore the historical development of as well as the future of entrepreneurship in Latin America, one of the world's largest emerging markets. For that, the course looks at the dynamic relationship between states and markets and between the developed and developing areas of the world economy or global economy. Through a wide-ranging framework it offers students an opportunity to understand the changing role of entrepreneurs and how they created business organizations in different contexts and institutional settings. Latin America 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. The course uses a variety of case studies, academic articles and book chapters, as well as newspaper articles, company cases from different countries of Latin America. It is organized in three modules, providing a dynamic framework for exploring the challenging decisions Latin American entrepreneurs and firms have faced in the different eras of the last century and a half in Latin America, until current conditions. 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 macroeconomic shifts.

2.2 Elective courses (Choose 2)

Elective Course 1: Management for Circular Economy

Professors: Bart van Hoof
Email: bvan@uniandes.edu.co
Dates: October 12 – November 30, 2023
Schedule: Thursdays from 7:00 am – 10:00 am
Credits: 2

DESCRIPTION

Societal changes as part of the pandemic crisis require 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. The circular economy proposes such model by redefining growth through decoupling economic activity from the consumption of finite resources, designing waste out of the system and motivating the transition to renewable energy sources.

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 dilemma in circular economy issues, particularly in the context of Colombia, and hone their capacities to develop innovative approaches to address these issues.

The key questions that the course will examine are:

- Why the circular economy?
- What are the core principles of management for circular economy?
- What are the examples of circular economy strategies at an organization, a group of organizations, regions, and nations?
- How to translate the circular economy into actions? How to mobilize various stakeholders?



Elective Course 2: Consultandes

Professors: Kenneth Ochoa
Email: k.ochoa129@uniandes.edu.co
Dates: Mondays from 9:00 am - 12:00 m.
Credits: 3

DESCRIPTION

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. Some specific questions that the course considers are:

- How to identify the real need of my client? How to delimit the scope of a project in environmental management that contributes to meeting this need?
- What are the consulting tools in environmental management?
- How can I generate added value when I have limited resources (time, budget)?
- How to make an impact on my client's organization?
- What is the environmental management consulting for? What is it not for?
- How to select a consultant? What are the advantages of a career in consulting?



Elective Course 3: Strategic Brand Management for the Digital Age

Professors: Burcu Sezen, Ph.D.
Email: b.sezen@uniandes.edu.co
Dates: October 14 – November 18, 2023
Schedule: Saturdays (8:00 am - 12:00 m)
Credits: 2

DESCRIPTION

The course 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 in the next class 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.



For further information:

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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 Minjusticia