



international  
summer  
school 2019



Alejandro Gómez, - Dirección de posicionamiento, Universidad de los Andes.

## COURSE DESCRIPTIONS

### 1. DIGITAL TECHNOLOGIES AND BUSINESS STRATEGY

**Ramiro Montealegre**  
University of Colorado – Boulder (USA)

**June 4 – June 14**  
(6:00 pm – 9:00 pm)  
**Saturday June 8**  
(9:00 am – 12:00 m)



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. This course combines theories and frameworks with practical approaches to provide students with the skills required to help companies identify business opportunities, find appropriate information related technologies, and lead adoption efforts to success. Thus, it is not a technical course; rather, it addresses the question: why and how should these new digital technologies be leveraged to shape and support strategic and entrepreneurial initiatives in the global competitive landscape.

**Ramiro Montealegre** is 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.

### 2. RESPONSIBLE LEADERSHIP AND SUSTAINABLE BUSINESS PRACTICES

**Stefan Groschl**  
ESSEC (France)

**June 4 – June 14**  
(6:00 pm – 9:00 pm)  
**Saturday June 8**  
(9:00 am – 12:00 m)



In this course students explore individual and organizational responsibilities, and the changes needed toward greater responsible and sustainable actions that address today's complex and pressing socio-economic and environmental challenges. As the title suggests, the course is separated into interrelated parts at an individual and organizational level. Students will be provided with a framework for greater self-reflection and self-awareness as a starting point for becoming responsible leaders. Students explore theoretical and practical aspects related to the organizational changes required to move from business as usual thinking to a business as unusual paradigm that fosters sustainable business practices and processes.

**Stefan Groschl** is Professor in the Department of Management and Co-founder of the Chair of Leadership and Diversity at ESSEC. He holds a Ph.D. from Oxford Brookes University, UK. He is widely known for his expertise in responsible leadership, sustainability, diversity management, international human resources management, and organizational behavior. His research has been published in book chapters and articles in both the international trade and academic press. His teaching assignments have brought Stefan to a wide range of academic institutions worldwide. Professor Groschl has developed and conducted company training programs for firms in France and internationally. He has been working with think tanks in Europe and served as an external examiner to the European Regional Development.

### 3. DIGITAL BUSINESS PLATFORMS & SUSTAINABILITY

**Renato Orsato**

INSEAD (France)

June 4 - June 14

(9:00 am - 12:00 m)

Saturday June 8

(9:00 am - 12:00 m)



This course addresses an empirically relevant phenomenon in business administration: the impressive dominance Digital Business Platforms (BP), which have been challenging both the theory and practice of management. Furthermore, BPs raise timely question: can BPs become agents of environmental and social innovation? By using real-life cases of BPs, this course delves into these questions from an empirical standpoint. Students will be exposed to the background and challenges faced by businesses that are using state-of-the art technologies to develop new value propositions.

**Renato Orsato** holds a Ph.D. in Management (2001) from University of Technology, Sydney, Australia. He is a Scholar at the INSEAD Global Institute for Business & Society (France) and a Professor at Fundação Getúlio Vargas, São Paulo, Brazil. In the past 25 years, he has taught at MBA and Executive Programs at INSEAD, HEC Paris (France), Lund University (Sweden), University of Amsterdam (Holland) and University of Technology Sydney (Australia). He has written several book chapters and teaching cases, and published in academic journals such as California Management Review, Organization Studies, Journal of Industrial Ecology, Energy Policy Journal and Business Strategy & Environment. Dr Orsato is the founder of greenApes, an award-winner BP that promotes sustainable lifestyles.

Course delivered in the morning

### 4. MARKETING AND MANAGEMENT IN THE FOOD INDUSTRY

**Miguel Gómez**

Cornell University (USA)

June 4 - June 14

(6:00 pm - 9:00 pm)

Saturday June 8

(9:00 am - 12:00 m)



Cornell University

The objective of the course is to reflect on the fundamental principles of marketing and its application to private and public problems typical of the food chain, and to train students in the identification of successful marketing strategies in the food industry. The course addresses a variety of topics, including recent food industry trends in Colombia, Latin America and the world; internationalization of food supply chains; role of customer satisfaction in food retailing; impact of private labels in the food industry; corporate social responsibility; and policies affecting the food industry, among others. The course combines lectures, discussion of case studies, and guest speakers.

**Miguel Gómez** is an Associate Professor in the Dyson School of Applied Economics and Management at Cornell University. He holds a Ph.D. in Agricultural and Consumer Economics from the University of Illinois (1999). His areas of expertise include food distribution and marketing, food value chains, pricing and price analysis, and quantitative methods. Prior to joining Cornell University, he was Assistant Professor in the Department of Agricultural and Consumer Economics at the University of Illinois (2007-2008). He has obtained several awards, including the Ruth and William Morgan Assistant Professor in Applied Economics and Management.

### 5. BEHAVIORAL INSIGHTS FOR BUSINESS AND FINANCE

**Alexander Coutts**

Nova School of Business and Economics (Portugal)

June 4 - June 14

(6:00 pm - 9:00 pm)

Saturday June 8

(9:00 am - 12:00 m)



This course studies biases in decision making, drawing on research in behavioral economics and psychology, and develops insights for business and financial market contexts. Examples of topics covered include studying links between overconfidence and optimism in entrepreneurship as well as financial markets; understanding price bubbles and whether they are driven by irrational consumers; and how are new forms of financing such as crowd-funding susceptible to behavioral biases? The primary objectives of this course are to introduce to students the concepts in behavioral economics that are most relevant to business and financial markets, and to study applications of these concepts in the actual business world.

**Alexander Coutts** is Assistant Professor of Economics at Nova School of Business and Economics (Portugal). He holds a Ph.D. in Economics (2015) from New York University, USA. During his studies he was a researcher at New York University's Center for Technology and Economic Development, based in Abu Dhabi. His research fields are Behavioral Economics, Development Economics, and Experimental Economics. His interests center on applying insights from behavioral economics to questions in development economics. He uses laboratory and field experiments to understand the interaction between information, beliefs, and behavior.

### 6. IMPROVING FOLLOWERS' RESILIENCE IN TURBULENT TIMES - A CHALLENGE FOR FUTURE LEADERS

**Wladislaw Rivkin**

Aston University (UK)

June 17 - June 29

(6:00 pm - 9:00 pm)

Saturday June 29

(9:00 am - 12:00 m)



The main purpose of this course is to highlight the impact of leadership on employees' mental health, well-being, and effectiveness. Moreover, the course content will focus on how leaders can improve followers' resilience and thereby increase followers' mental health. During the course students will engage with most recent academic literature on how different leadership styles affect followers' resilience, mental health, and effectiveness. Moreover, students will participate in a broad variety of exercises including development and implementation of a leadership training to foster followers' resilience and mental health. The course is recommended for those with an interest in becoming effective leaders.

**Wladislaw Rivkin** holds a Ph.D. in Psychology, from the Technical University Dortmund (Germany) and a M.Sc. in Psychology from University of Konstanz (Germany). He is Lecturer in the Work and Organizational Psychology Group at Aston Business School. His research focuses on the impact of stressors, leadership, and further resources on employees' resilience, mental health, well-being, and effectiveness. He has been published in leading international academic journals. Wladislaw has also led several applied industry projects in which he has contributed to the development, implementation and evaluation of employee and leadership trainings to improve resilience, mental health and associated effectiveness. He is actively involved in consulting activities such as employee and leadership trainings and individual coaching.

## 7. DYNAMIC PRICING AND REVENUE MANAGEMENT

**Claude Chailan**  
EM Strasbourg Business School (France)

June 17 – June 29  
(9:00 am – 12:00 pm)  
Saturday June 29  
(9:00 am – 12:00 pm)



The course focuses on how a firm should set and update pricing and product availability decisions in order to maximize its profitability. The adoption of Dynamic Pricing and Revenue Management has transformed the transportation and hospitality industries, and is increasingly important in retail, telecommunications, entertainment, financial services, health care and manufacturing. Dynamic Pricing is based on a price discrimination consisting in offering either the same product at different prices (seats on an airline for instance) of similar products at different prices (small, medium, tall cup of coffee). These sophisticated marketing practices require advanced market segmentation, and some means to discourage discount customers from becoming resellers and, by extension, competitors. Revenue Management derives its justification in a segmentation based on the purchasing power of consumers, their specific characteristics as regards price elasticity, and time sensitivity.

**Claude Chailan** is currently Professor and Program Director at EM Strasbourg Business School. He holds a Ph.D. in Management (2005) from the University of Nice Sophia-Antipolis in France. Prior to joining the academia, Dr. Chailan was actively involved in the development of international companies, such as L'Oreal, in several countries. Among his research interests, he focuses on the links between marketing and strategy in the fields of Luxury Goods and Services Management, Business Models, Revenue Management, and International Business. His work has been widely published in leading academic journals including *The Journal of Marketing Management*, *The Journal of Product and Brand Management*, *Euromed Journal of Business*, among others.

Course delivered in the morning

## 8. REAL ESTATE FINANCE

**Jaime Sabal**  
ESADE (Spain)

June 17 – June 29  
(6:00 pm – 9:00 pm)  
Saturday June 29  
(9:00 am – 12:00 m)



Real Estate is one of the most important assets, as well as a key resource in the economy. Most institutional and individual investors hold a significant proportion of their wealth in property. This course fills a frequent vacuum existing in most business schools in this area by helping students gain an understanding of this important and special business. By the end of the course, participants should be able to analyze, assess and evaluate real estate investment and financing proposals and be prepared to join one of the many professional fields in this line of business.

**Jaime Sabal** is Associate Professor in the Department of Economics, Finance and Accounting at ESADE. He holds a Ph.D. in Finance from the Wharton School at the University of Pennsylvania (1986). He has been Visiting Professor at different universities such as the Stern School of Business at NYU and Instituto Tecnológico de Monterrey (EGADE), among others. He was vice-president of the US consultancy company A.T. Kearney (1995 - 1998) and founder and director of a consultancy firm with broad experience in financial advice projects (1989-1995). His research interests include corporate finance with an emphasis on emerging markets and real estate finance.

## 9. ENTREPRENEURIAL IMAGINATION: RESPONSES TO INNOVATION IN PAST, PRESENT, AND FUTURE

**Christina Lubinski**  
Copenhagen Business School (Denmark)

June 17 – June 29  
(6:00 pm – 9:00 pm)  
Saturday June 29  
(9:00 am – 12:00 m)



How do entrepreneurs imagine the future? How does entrepreneurship shape the course of capitalism? This course introduces students to a variety of different forms of entrepreneurial imagination and its relationship to societal context and change. It covers (a) the main “big picture” developments that have shaped entrepreneurship over the past two centuries; (b) the intellectual traditions that have grappled with the nature of entrepreneurship and its role in society; and (c) the ways in which understanding big market transformations over time can profit entrepreneurs today.

**Christina Lubinski** holds a Ph.D. in History from the University of Goettingen (2009). She is Associate Professor at Copenhagen Business School and currently a visiting professor at USC's Lloyd Greif Center for Entrepreneurial Studies where she leads its entrepreneurship and humanities initiative. Prior to joining CBS, she was a Newcomen fellow at Harvard Business School and a visiting fellow at Universitat de Barcelona. Christina studies entrepreneurial imagination and action over time and has published in leading journals in both management and business history. She has won several teaching awards for her in-class and online course development.

## 10. FINANCE FOR SUSTAINABILITY

**Luca Taschini**  
London School of Economics and Political Science (UK)

July 2 – July 12  
(6:00 pm – 9:00 pm)  
Saturday July 6  
(9:00 am – 12:00 m)



The economic analysis of how to design government policies to deal with climate change, be it through market for permits or taxes, is vast. In contrast, the analysis of the role of regulation and public finance in supporting a low-carbon transition and the role of capital markets in potentially mitigating the risks brought on or exacerbated by climate change is rather limited. This course aims to provide students/participants with the knowledge and understanding of how to quantify the scale of the challenge in terms of the capital flows to be mobilized, the value of assets at risk and the levels of alignment with climate and sustainability goals, the challenges in integrating climate risk into existing financial supervisory frameworks, and the role of the public sector in mobilizing and supervising private sector finance. The course will also demonstrate how to translate sustainability into financial culture in terms of purpose, skills, operational techniques and incentives.

**Luca Taschini** is an Associate Professorial Research Fellow at the Grantham Research Institute at the London School of Economics. He is also an Assistant Professor at the Department of Economics at the University of Verona. Professor Taschini obtained his Ph.D. in Finance (2009) at the University of Zurich, Switzerland. He is a member of the CESifo Energy and Climate Economics Research Group in Munich, Germany, and Visiting Scholar at the Research Center for Sustainability Science at Ritsumeikan University, Japan. His research is in the field of environmental economics, industrial organization and finance, with a focus on applied work. Luca has provided regular advice on climate policy and energy to governments and regulatory bodies (the European Commission, World Bank Group, Asian Development Bank, NORAD and UK BEIS).

## 11. TOURISM MARKETING

**Steven Pike**

Queensland University of Technology (Australia)

**July 2 – July 12**

(6:00 pm – 9:00 pm)

**Saturday July 6**

(9:00 am – 12:00 m)



This unit examines tourism marketing in the context of destinations, which are the is a fundamental pillars of the global travel industry. Most tourism activities take place at destinations, which are now the biggest travel brands. The majority of governments now fund a destination marketing organization (DMO) to enhance competitiveness in global markets where travelers are spoilt for choice of places that offer similar benefits. The success of individual tourism businesses is reliant to some extent on the competitiveness of their destination. Therefore the unit analyses the tourism macro environment, and the role of the DMO in developing and coordinating a holistic destination marketing plan that encourages collaboration between the many stakeholders for the wider benefit of the community. This course explores how marketing theories can be applied to tourism destinations and small businesses.

**Steven Pike** is Associate Professor at Queensland University of Technology. He spent 20 years working in the tourism industry in destination marketing organizations, before completing a Ph.D. in Marketing (2002) from the University of Waikato in New Zealand. His research is mainly focused on tourism marketing, brand performance measurement, market positioning and personal construct psychology. He has been teaching in tertiary education for 20 years and has published five books, and over 50 journal articles related to tourism marketing. He is an Editorial Board Member and founder of the *Journal of Destination Marketing & Management* and reviewer of several renowned journals such as *Tourism Marketing, Journal of Destination Marketing and Management, Tourism Geographies, Current Issues in Tourism*, among others.

## 12. DATA MINING WITH BUSINESS ANALYTICS

**Nedret Billor**

Auburn University (USA)

**July 2 – July 12**

(9:00 am – 12:00 m)

**Saturday July 6**

(9:00 am – 12:00 m)



Massive collections of data are created by businesses, governments, and individuals as a by-product of their activity. Therefore, decision-makers and systems depend on intelligent technology to analyze data systematically to improve decision-making. In this course, our focus is on the ability to understand and translate business challenges into data mining problems and on examining how data analysis technologies can be used to improve decision-making. Therefore, we will emphasize heavily on students obtaining hands-on experience in implementing a range of commonly used data mining techniques by using "R", the widely used programming language, on business analytic problems. We will study the fundamental principles and techniques of data mining, and we will examine real-world examples and cases to place data-mining techniques in context, to develop data-analytic thinking, and to illustrate that proper application is as much an art as it is a science.

**Nedret Billor** is professor of Statistics in the Department of Mathematics and Statistics at Auburn University, Alabama. She received her Ph.D. in Statistics (1992) from University of Sheffield, UK. Her primary interests include robust multivariate data analysis, robust functional data analysis and outlier detection. Professor Billor is an Elected Member of ISI since 2012 and serves as the country's representative of the ISI Committee on Women in Statistics (CWIS). Dr. Billor is the associate editor of *Communications in Statistics in Theory and Methods and Simulation and Computation*. She has advised numerous Ph.D./M.Sc. students and served on numerous interdisciplinary graduate committees. She was awarded numerous research and instruction grants grant activities.

Course delivered in the morning