

# Universidad de los Andes School of Management (UASM) Courses delivered in English

## 2022-10 Undergraduate course offer

### January – May

Credits  
3

## Financial Planning

**Professor:** Jovelyn Ferrer García

This course offers the student critical tools and skills that will allow the analysis of the financial situation of the organization with the quality of managerial decisions that are adopted within it. This course provides the future professional in business administration with an understanding of the business model of an organization through the use of analytical tools that allow them to identify the critical factors of the organization in the three areas of financial decision: operation, investment and financing.

Credits  
3

## Operations and Logistics

**Professor:** Marcus Thiel

Operations and Logistics are used as a means to compete in the global market by processing and delivering added value to the customer, meeting or exceeding their expectations. Management of the key aspects of the business environment is one of the most important objectives when a company seeks to be competitive. Operations management, logistics and supply chain, which are studied in this course, are key factors to meet this goal. The specific concepts of each of the above areas are developed and discussed in the course, emphasizing the importance of its application for achieving a good business performance. The application of the concepts will be supported through the use of quantitative and qualitative tools for decision-making.

Credits  
3

## Sustainability Management

**Professor:** Ximena Rueda Fajardo

In this course we will examine how businesses interact with other actors in society to address the social and environmental challenges of our time. In this sense, the course goes beyond reviewing the recent boom of the so-called “Corporate Social Responsibility” phenomenon. It critically analyzes the inherent tensions between social, economic and environmental value generation.

You are developing the skills to make decisions that have profound consequences on others and the environment. This course will help you sharpening your view so that from your own perspective and experience, you are able to make your own judgments on steering organizational behavior and social change.

Credits  
3

## Investment Decisions

**Professor:** Maximiliano González Ferrero

The Investment Decisions course is divided in three parts: in the first part of the course the framework of time value of money is offered, which comprises algebraic formulas to obtain different types of interests and values (e.g. present value, future value, etc.). Then several decision criteria for an investment and financing project are analyzed, such as: Net Present Value (NPV), Internal Rate of Return (IRR), among others. The second part of the course provides the necessary concepts to obtain the free cash flow and the calculation of the weighted average cost of capital. Finally, the last part of the course includes bond valuation, as a specific case of investment project evaluation, and the last topic is investment decisions under risk.

Credits  
3

## Management Information Systems

**Professor:** Sonia Camacho Ahumada

Information systems (IS) have redefined how business activities are organized and performed at organizations. They have allowed substantial improvements in the efficiency and effectiveness of resource management, as well as the development of creative business models. Information systems also offer new possibilities of interaction to organizations (both internal and external), enabling innovative business relations with other actors in their network. These changes require managers' commitment and knowledge to face the challenges derived from having operations and decisions supported by IS. Additionally, managers must be capable of deciding the information systems their organization needs, given the constant evolutions of these systems. Considering the previous elements, this course focuses on the managerial aspects related to Information Systems based on information and communication technologies (ICT) and it is designed for students to understand the potential of technology to make strategic and operational contributions to organizations. This course is organized in four modules:

I. ICT strategy and its alignment with the organizational strategy: This module covers the strategic uses of ICT in an organization, as well as the link between ICT and the organization's strategy. In this module, the changes that have occurred in the business world as a result of the diffusion and use of ICT will be discussed, as well as how ICT may generate value for a company.

II. Information Systems: This module focuses on the description of different Information Systems' categories, the development of those systems, the definition of information needs, and databases.

III. Decision making supported by Information Systems: This module focuses on managerial decision-making, using analytical tools that support business intelligence and analytics (e.g., data mining).

IV. e-business architecture and security: This module focuses on the use of electronic media to conduct businesses, as well as on the management of risks, privacy, and security that arises from a business environment connected 24/7.

Credits  
3

## Ecosystem Services

**Professor:** Rocío Acuña Posada

Have you ever given thought to the fact that the cereal you consume each morning during breakfast is brought to you by the wind, or that the tap water coming out of the faucet in your home has been purified by a wetland or by the root network of an entire forest? The trees that surround us contribute to trap the dust, particles and noxious gases contained in the air we breathe. The logs we burn in the fireplaces to warm our homes and many of the medicines that we use to fight diseases are just two examples of the services provided by Mother Nature. Without the many services provided by natural ecosystems, human civilization would simply collapse. Unfortunately, many ecosystems are degraded and ultimately destroyed if human activities are not planned and managed carefully.

Ecosystem services encompass the processes whereby the environment produce resources that yield benefits to human societies, e.g., clean water, wood, habitat for fisheries, and the pollination of wild plants and agricultural crops. Whether we live in cities or rural areas, ecosystems provide goods and services that are very familiar to us.

Credits  
3

## Organizational Behavior

**Professor:** Sebastian Schorch

The aim of this introduction to organizational behavior course is to develop your understanding of individual and group behavior, particularly within work settings. To do so we will draw on contemporary theories, research, cases, and practical examples to explore how our thoughts and behaviors can highly influence individual, group and organizational outcomes.

Major topics we will explore include individual differences, job attitudes, motivation, performance, decision-making, team dynamics, and a host of other phenomena that impact the effectiveness of individuals, teams, and ultimately organizations. The insights and abilities generated in this course not only apply to those working in organizations, but they can be broadly applied to interpersonal relationships - both inside and outside of work. For example, I am sure we can all imagine past or present scenarios where interpersonal dynamics - like conflict - have influenced your personal, team's, or family's behaviors.

Importantly, the topic of leadership will underpin the course, and many of the topics above will all be considered from the perspective of a leader or manager. Our goal at the faculty of management, and with this course, is that you will launch your careers as responsible and ethical professionals who contribute to the sustainable development of your groups and organizations.

Credits

1

## Creativity Workshop

**Professor:** Andrea Sabbagh Arango

We are all creative. In fact, we were born creative. If not, the process of human evolution wouldn't exist. Therefore we would not exist neither at all. We would have become extinct like the dinosaurs.

So, why only some minority of the people consider themselves as creative and majority of us do not? Actually, do I need to be creative? If, yes, how much is it important for my life to have a creative potential? Can I personally get the creative potential? Is it difficult to get? How much will it change my life, my career, my future? There are a lot of questions.

And these are the facts: One recent IBM survey of more than 1,500 CEOs reports that creativity is the single most important leadership competency for enterprises facing the complexity of global commerce today. An Adobe Systems poll of five thousand people on three continents reports that 80 percent of people see unlocking creative potential as key to economic growth. Yet only 25 percent of these individuals feel that they're living up to their creative potential in their own lives and careers. That's a lot of wasted talent.

This Course is about to help the other 75% to unleash their creative potential and to be more successful and happier in their lives and in their careers. This Course is not for EVERYONE. In the course students have to be ready to step out of their comfort zone.

Are you ready to change your life?

Credits

3

## Derivative Markets

**Professor:** Enrique ter Horst

This course is aimed to cover a conceptual approach for underlying theory of modern analysis of forwards, futures, swaps, and options with its respective pricing. Pointing to present studies on the mechanics of derivative markets and how they can be used by the different market players.

This course demands a straightforward but basic knowledge in fields of calculus and probability theory. Also, it is expected that students have taken finance courses and they are familiar with basic financial concepts and mathematical finance tools.

Credits  
3

## Organizations

**Professor:** Simon Turner - Juan Moreno Gómez - Sheldon Carvalho

Many aspects of our life are lived in or through organizations; organizations are where we are born, where we spend most of our working lives, and where we most likely breathe our last breath. As such, organizations are a defining feature of modern life. These might include employers, schools, universities, hospitals, governments, religious institutions, etc. Since organizations are such a pervasive part of our lives, we should spend some time trying to understand them! This course aims to provide a bird's eye view of all the salient aspects affecting organizations and many issues in the extant literature on organization theory will be tackled. As such, it equips you with a number of tools with which to identify and analyze organizational problems.

The course aims to give you a theoretical understanding of the fundamental concepts used to characterize organizations as well as provide guidance for the practical application of these concepts through exercises, examples and case studies. Although most of the topics we will cover during this semester have relevance for any type of organization, we singled out one corporation for us to further investigate during the semester: Sony Corporation. We will use case studies taken from the organizational life of Sony throughout the course.

Credits  
3

## Management for Circular Economy

**Professor:** Bernhardus Van Hoof

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.

Credits  
3

## Entrepreneurship and Innovation

**Professor:** Rafael Vesga Fajardo - Giorgio Triulzi

For the last decade, we've been teaching students how to write business plans. They were useful because: they provided a comprehensive way to help students envision the issues, they were a pedagogically simple paradigm, and they were what venture capitalists required. However, we watched as few of those plans survived first contact with customers. It took us some time until we recognized that business plans suffered from a fatal flaw. We've now learned at least three things:

- 1) As business plans are full of untested assumptions, they rarely survive to first contact with customers. As the boxer Mike Tyson once said about his opponents' pre-fight strategies: "Everybody has a plan until they get punched in the mouth."
- 2) No one, aside from venture capitalists and the former Soviet Union, requires five-year plans to forecast a series of unknowns. These plans are generally fiction, and conceiving them is almost always a waste of time.
- 3) Startups are not smaller versions of large companies. They do not unfold in accordance with master plans. Those that ultimately succeed go quickly from failure to failure, all the while adapting, testing new iterations, and improving their initial ideas as they continually learn from customers. Existing companies execute a business model, startups search for one. This distinction is at the heart of the Lean Startup approach. It shapes the lean definition of a startup: a temporary organization designed to search for a repeatable and scalable business model.

Credits  
3

## Fundamentals Of Marketing

**Professor:** Burcu Sezen

Marketing is about customers, and customers are at the heart of the activities of organizations. For marketing majors, this course is the foundation for all further marketing courses. For students who are majoring in other areas, this course will develop your understanding of the relationships between Marketing and other functional areas of organizations.

The goal of this course is to provide you with: 1) an understanding of the foundational concepts and language of marketing, including the evaluation of market opportunities, product planning, pricing and promotional strategies, distribution channels, customer behavior and value creation, and 2) opportunities to apply these concepts to marketing analysis and planning for real organizations.

The development of analytical skills in a real world context will be emphasized to: a) cultivate the mindset and skills needed to tackle the responsibilities of marketing leadership in organizations, and b) inculcate the principles that are essential for a creative, self-disciplined team to lead a company in a fast-changing marketplace. The objective of this course is to prepare you, in a risk-free and supportive environment, for your future roles as managers who lead companies that will maximize both economic and social returns through effective marketing practice. Within such roles you need to recognize the strong strategic role marketing has in superior organizational performance.

Credits  
3

## Service Management

**Professor:** Marcus Thiel

In 2020, Colombia is a service economy in which services account for around 60% of the GDP and employment. With many service industries in Colombia still being highly informal and, according to empirical studies, showing significant potential to improve productivity and customer satisfaction, the future Colombian economy might even stronger focus and depend on competitive service business models.

As a consequence and similar to many countries around the world, the majority of Colombian management school students will work in the service sector, dealing with strategic and operational service challenges resulting from the intangibility of the service offering and the integration of external factors into service processes.

This course, based on a leading textbook and complemented by diverse case studies, will consistently refer to the Colombian context and its service organizations, finally striving (a) to support the innovative and sustainable design and management of service systems in Colombia, and (b) to provide the students with relevant knowledge and skills for modern business environments.

Since 2004, UASM International Summer School offers on average 12 courses delivered in English by renowned international faculty during June and July

### Further information

**E-mail:** [csa.adm@uniandes.edu.co](mailto:csa.adm@uniandes.edu.co) - **Phone:** +57(1) 339 4949 Ext. 1112  
<https://administracion.uniandes.edu.co/index.php/en/>

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