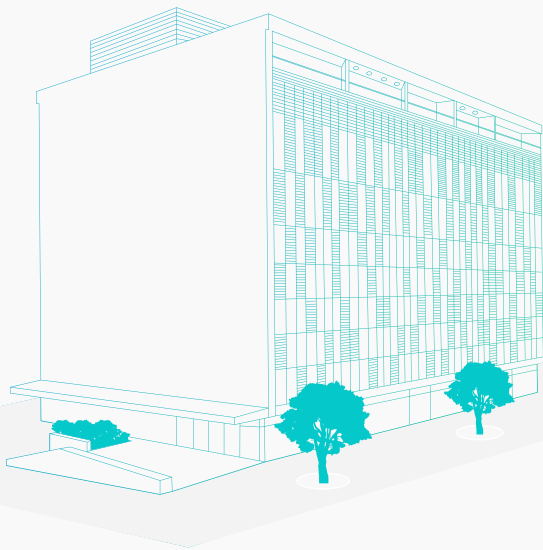




Universidad de  
**los Andes**  
Colombia

School of  
Management  
Leadership for Life



# international summer school 2024

20 YEARS

## COURSE DESCRIPTIONS

## INNOVATION AS A BUSINESS STRATEGY: DESIGNING THE COMPANIES OF THE FUTURE

On-campus



**Ramón  
Fisac**

Permanent Affiliate Professor  
ESCP Business School

**Tuesday - Friday** (6:00 pm – 9:00 pm)

**Saturday** (9:00 am – 12:00 m)

This course aims to provide the students with a holistic overview on the different possibilities to use innovation as a strategic driver in existing organizations or new entrepreneurial projects. Innovation is not only a process or a result, but a strategy to create the companies of the future. The course analyses how innovation can be applied to different areas of the company (product and service conception, business model design, sustainability, organizational culture, among others) to change patterns and models and create valuable alternatives.

### **Ramón Fisac**

He holds a MSc in Industrial Engineering (2007) and a PhD in Management Engineering (2014) from Universidad Politécnica de Madrid (UPM). From 2010 to 2015, he taught graduate and postgraduate courses on Entrepreneurship at UPM and he carried out international research. For three years he worked as a sustainability analyst at ACCIONA, where he designed and implemented the Corporate Training Program on Sustainability. During the last decade, he has been lecturing for postgraduate programs in different national Universities and teaches at ESCP Business School as a Permanent Affiliate Professor, where he teaches Sustainability, Entrepreneurship and innovation modules. His field of research is innovative business models for sustainability and the social business model.

## LOGISTICS AND SUPPLY CHAIN IN THE RURAL-URBAN ECOSYSTEM

Online



**Julio César  
Góez**

Associate Professor  
Norwegian School of  
Economics

**Tuesday - Friday** (6:30 am – 9:30 am)

**Saturday - 8 June** (9:00 am – 12:00 m) - (1:00 pm – 4:00 pm)

Remote and rural areas present unique challenges in terms of logistics and transportation planning. Low densities of people, long distances, and difficult access conditions make logistics and transportation activities and, therefore, planning, quite different from planning and operations in cities and densely populated areas. For example, access to services and their timing and uncertainty could be much more important than capacity - the ship is never full, but is there a ship? When? Almost half the world's population lives in such areas, yet the existing literature does not well cover logistic and transportation issues related to rural areas.

### **Julio César Góez**

Associate Professor at the Department of Business and Management Science since 2020, and is a member of the Centre for Shipping and Logistics. Previously, he was at GERAD research center and Polytechnique Montréal as a postdoctoral fellow, where he was awarded one of the 2013 GERAD Postdoctoral Scholarships. Julio received his Ph.D. at the Department of Industrial and Systems Engineering at Lehigh University in September 2013. He worked on optimization algorithms and in optimization software development under the supervision of Dr. Tamás Terlaky. He received his M.Sc. in Industrial Engineering from the University of los Andes, Bogotá, Colombia, South America and held the position as an instructor there from September 2004 to July 2007. He received his B.Sc. degree in Industrial Engineering in 2002 from the University of Antioquia, Medellín, Colombia.

## CORPORATE ENTREPRENEURSHIP

Online

**Tuesday - Friday** (6:30 am – 9:30 am)

**Saturday** (9:00 am – 12:00 m)



**Jeroen  
Kuilman**

Associate Professor  
Tilburg University

In order to sustain a competitive advantage, it is imperative for large established companies to innovate and adapt to disruptive changes in their environment. This course focuses on corporate entrepreneurship and corporate venturing in particular as a way for achieving that objective. Corporate venturing refers to the processes by which established companies conceive, foster, launch, and manage a new business that is distinct from the parent company. This module places a strong emphasis on active learning through case analyses and simulations. Preparation of case analyses will provide the foundation for class discussion and will hone each student's ability to articulate their views in a group context and in writing.

### Jeroen Kuilman

Is an Associate Professor of Management at Tilburg University. His research interests include entrepreneurship, industry evolution, and labor market mobility. His research has been published in journals such as the Academy of Management Journal, the Academy of Management Review, and Organization Science.

Professor Kuilman holds a PhD in Management from Erasmus University and has been visiting professor in various institutions. Dr. Kuilman is the former Vice-Dean of Education at Tilburg School of Economics and Management.

## WELLBEING PRINCIPLES FOR BETTER MARKETING & CONSUMPTION

Online

**Tuesday - Friday** (6:30 am – 9:30 am)

**Saturday** (9:00 am – 12:00 m)



**Sofia  
Koussi**

Assistant Professor  
NOVA School of Business  
and Economics

This course is aimed at providing students with scientific knowledge on wellbeing and how consumption & marketing impact wellbeing positively or negatively. The course aims to answer 3 questions: 1) what factors contribute to human wellbeing? 2) how does consumption impact our well-being as consumers? 3) how can marketing become a catalyst for individual and social wellbeing? The purpose of this course is to equip students with fundamental concepts of wellbeing drawn from current scientific sources and our current scientific knowledge on the impact of consumption and marketing on wellbeing. Students should then be able to apply this knowledge in their personal and professional lives as marketers, enhance their self-understanding as consumers, and broaden their perceptions of how marketing can contribute to better individual and social outcomes.

### Sofia Koussi

Is an Assistant Professor of Marketing at Nova SBE with expertise in branding and consumer wellbeing. Her work has been published in academic journals such as Psychology & Marketing, The Service Industries Journal, and Electronic Commerce Research, and featured in Harvard Deusto. Sofia teaches brand management courses, and has developed an advanced brand strategy course focusing on new brand creation, in collaboration with startups from the Nova SBE Hadad Entrepreneurship Institute and Patient Innovation. Before joining Nova SBE she was a category brand manager at Pepsico, as well as a brand strategist and researcher at Interbrand and ACNielsen, working with global clients like Kodak Professional, ING, Reckitt Benckiser, Prozac, Jameson, Petrobras, and more.

## OLIGARCHS

On-campus



**David  
Lingelbach**

Professor  
The University of Baltimore

**Monday - Friday** (6:00 pm – 9:00 pm)

Oligarchs are some of the most controversial, consequential, complex, and poorly understood figures in global business and politics today. They generate important economic and political outcomes, the origin story of which deserves to be better understood by businesses, NGOs, and ordinary citizens. This course opens up the black box of the oligarch phenomenon, enabling students to understand how these actors make decisions, gain wealth and power, and increasingly dominate our world. The course focuses on the oligarch process as seen through the lives of 16 oligarchs active around the world from 1946 to the present.

**David Lingelbach**

Professor of Entrepreneurship at The University of Baltimore. He is the author (with Valentina Rodríguez Guerra) of *The Oligarchs' Grip: Fusing Wealth and Power* (2023). David has been awarded Fulbrights to Myanmar and Colombia and nominated twice for a Carnegie Fellowship. Prior to becoming an academic, he worked in international finance and development, including as CEO of Bank of America's businesses in the former Soviet Union and President of the first venture capital fund in post-communist Russia. Professor Lingelbach holds a PhD in Management Studies from the University of Exeter

## EMPOWERING FINANCIAL INCLUSION: STRATEGIES, POLICIES, AND SOLUTIONS

Online



**Sergio  
Castellanos**

Full-time Professor  
Tecnológico de Monterrey

**Monday - Friday** (6:00 pm – 9:00 pm)

Immerse yourself in the world of financial inclusion through experiential learning and policy simulations. This course leverages gamification and interactive workshops to explore the intricacies of inclusive financial systems. Engage in problem-based learning hackathons to design and present innovative financial products that maximize household welfare while promoting financial stability. Gain firsthand insights into policy-making processes and emerging technologies that are revolutionizing fair financial inclusion and household financial resilience.

**Sergio Castellanos**

With a PhD in Banking and Finance from Prifysgol Bangor University, he brings extensive experience as a professor in banking, finance, and econometrics. His role as a Full-time Professor at Tecnológico de Monterrey underscores his expertise in financial markets and data analysis. Furthermore, he holds the position of Central-South Regional Lead at the FAIR Center for Financial Access, Inclusion, and Research. His commitment to cutting-edge research in areas like FinTech, household finance, monetary economics, and financial history ensures a forward-thinking approach to teaching. Additionally, he has played a pivotal role in consultancy projects for FinTech startups and green technology initiatives.

## BEHAVIORAL INSIGHTS FOR BUSINESS AND FINANCE

Online

Monday - Friday (6:00 pm – 9:00 pm)



**Alexander  
Coutts**

Assistant Professor  
York University

Many business textbooks assume that consumers and businesses make rational decisions: making optimal purchases, and maximizing profit. Instead, in this course we use insights from behavioral economics and finance to examine the biases that individuals hold to better understand decision-making. Through the study of real-world phenomena, such as market overconfidence and consumer habits, the course unveils the psychological facets of decision-making. Key insights gained will include understanding strategies that businesses employ in pricing and product positioning, as well as the impact of societal and digital transformations on consumer behavior and business strategies.

**Alexander Coutts**

Is an Assistant Professor at the Schulich School of Business at York University. His research focus is behavioral economics, using field and lab experiments to understand broad interactions between information, beliefs, and behavior. His work on motivated beliefs studies whether and how belief formation and updating can lead to overconfidence, optimism, and discrimination. His teaching experience includes courses on behavioral economics and finance, development economics, macroeconomics, and microeconomics; these have ranged from the undergraduate to doctorate level.

## COMPETING IN THE AGE OF DIGITAL PLATFORMS

On-campus

Monday - Friday (6:00 pm – 9:00 pm)



**Ezequiel  
Reficco**

Associate Professor  
ESCP Business School

In the last two decades, the world has been overtaken by the emergence of a new form of business model: one based on platforms. While platforms are not strictly a novel phenomenon, the convergence with other technological developments --such as the dot.com revolution, the coming of age of artificial intelligence, big data, and robotics--has given platforms a whole new significance. Platform-based new entrants have disrupted industry after industry, and most scholars and pundits forecast that we have only seen the beginning of this tectonic change. This shakedown is far from circumscribed to specific industries or market segments, as experts think this is nothing short of a paradigmatic shift in how we do business (Choudary, 2015). The way that value is created, exchanged, and captured differs in digital platforms, as well as the basic rules of competition, and those companies that "don't learn the new rules of strategy will be unable to compete for long" (Alstyne et al, 2016, p. 2).

**Ezequiel Reficco**

Associate Professor at the ESCP Business School. Until January 2022, he was an Associate Professor at EGADE Business School, Tecnológico de Monterrey. During 2009-18, he was a faculty member and chair of the Strategy Department at the Universidad de los Andes School of Management (Bogotá, Colombia). Between 2001-2008 he served at Harvard Business School as a Post-doctoral fellow and Senior Researcher. He co-authored and co-edited two books through Harvard University Press and numerous articles in journals such as the Journal of Business Ethics, the European Journal of Operations, Business & Society, the Journal of Business Research, the Journal of Cleaner Production, Organization & Environment, Harvard Business Review América Latina, and the Stanford Social Innovation Review, among others.

## CUSTOMER-FOCUSED STRATEGIES IN THE AGE OF DIGITAL TRANSFORMATION

On-campus



**Alan  
Intekhab**

Distinguished Professor  
State University of New York

**Monday - Friday** (6:00 pm – 9:00 pm)

**Saturday** (9:00 am – 12:00 m)

To remain competitive in today's complex digital web and interconnected world, businesses must adopt a multifaceted approach that leverages various online strategies. Businesses all around the world are grappling with a perpetual challenge: how to connect with their customers in an era where technology continues to reshape the world. These phenomena require executives to remain agile in an evolving digital landscape that influences the way customers make their choices. This course will analyze several cases of companies that have successfully harnessed digital technologies to gain a better understanding of their customers' journeys and have adopted a customer-centric approach in a digital-first world. This course covers several real-world strategies for business success in the age of digital transformation.

### Alan Intekhab

Is a Distinguished Professor of Digital Business and Marketing at the State University of New York, USA, where he teaches courses in Digital Marketing, Social Media Marketing, and Search Engine Marketing. He is the recipient of the prestigious Chancellor's Award for Excellence in Teaching and several Outstanding Teaching and Use of Active Learning in the Classroom Awards in his career. He has also received the Marketing Management Association's "National Meritorious Teaching Award" in the USA in 2010. His research interests are in the areas of Social Media Marketing and New Service Development. Dr. Alam's research has been published in prestigious journals such as the Journal of the Academy of Marketing Science, Journal of Product Innovation Management, Industrial Marketing Management, Journal of Services Marketing, International Marketing Review, and many more. Dr. Alam worked on various positions in the field of marketing in various firms in Australia and India. He also has years of experience as a marketing consultant, both in Australia and the USA.

## ARTIFICIAL INTELLIGENCE (AI) AND ITS IMPACT ON THE MARKETING AREA

Online



**Daniel  
Herrera**

Professor  
Tecnológico de Monterrey

**Monday - Friday** (6:00 pm – 9:00 pm)

**Saturday** (9:00 am – 12:00 m)

Artificial Intelligence (AI) in marketing market area was valued at US\$ 10.10 Billion in 2021. The AI in the marketing industry is projected to grow from US\$ 12.80 Billion in 2022 to US\$ 77.40 Billion in 2030, showing a compound annual growth rate (CAGR) of 25.2% from 2022 to 2030 (MRFR Database, 2023). Artificial Intelligence has vast potential in marketing and AI is changing the way of creating marketing strategies where data, speed, and accuracy will play an important role in the companies of today and tomorrow.

### Daniel Herrera

Expert in the marketing area with more than 20 years of experience in the application of analytical marketing strategies. Specialist in quantitative and qualitative research processes to discover new insights in target markets. Skills in data analysis and strategies, Big Data, Business Intelligence, and predictive models. With a high knowledge of digital transformation processes. Knowledge of digital marketing and e-commerce strategies for global brand positioning. High capacities in Geo-referenced data analysis. Consultant in the marketing area with skills in new marketing trends with sustainability. Consultant and researcher in the area of marketing with skills in new sustainable and regenerative marketing trends. Experience of more than ten years in consulting in companies from various sectors of the economy. Teacher and researcher at various universities in Colombia and Mexico at the undergraduate and postgraduate level.

## CONTEMPORARY CHALLENGES IN MANAGING INDIVIDUALS AND TEAMS AT WORK

On-campus

**Monday - Friday** (6:00 pm – 9:00 pm)

**Saturday** (9:00 am – 12:00 m)



**Helena González**

Associate Professor  
NEOMA Business School

In the fast-paced environment in which organizations must operate today, there are important challenges that employees and leaders alike must face. In this course, we will discuss some of these challenges related to the management of individuals and teams at work. Using an experiential approach (including simulations, videos, interactive activities and debates), the course will offer a practical, hands-on perspective on challenges related to managing crises and uncertainty, dealing with millennials and different age groups, and using natural language processing (NLP) technologies to enhance group communication and decision-making amongst others.

### Helena González

Is Associate Professor of Organizational Behavior at NEOMA Business School, France. She has a PhD in Management (IE Business School), an MSc in Industrial Engineering (Los Andes University), and a BSc in Industrial Engineering (Javeriana University). Her research interests include issues of emotions, creativity, and inequality. She has been teaching organizational behavior, creativity, and human resource management to executives and international MBAs, as well as to MSc, BSc students. She also teaches research methods to PhD students. Her research has been published at Organizational Behavior and Human Decision Processes, Journal of Business Ethics, Journal of Vocational Behavior and Psychology & Marketing amongst others. Prior to her doctoral studies she worked in the banking industry and filled positions in corporate banking, operations, information security and project management.

## ESG AND SUSTAINABLE FINANCE FOR DEVELOPMENT

On-campus

**Monday - Friday** (6:00 pm – 9:00 pm)

**Saturday** (9:00 am – 12:00 m)



**Mumbi Wachira**

Full-time Lecturer  
Strathmore University

This course aims to enable graduate students to build a solid understanding of the nexus between finance and sustainability as a basis for effectively identifying, assessing and managing sustainability-related risks, impacts and opportunities. There are several investment opportunities aligned to the Sustainable Development Goals (SDGs). Sustainable agri-business, renewable energy and green manufacturing are examples of sectors which hold growing potential to attract international and domestic climate finance. We will discuss the emerging opportunities, the nature of the business environment in select emerging markets and the inherent complexities in meeting the world's financing needs for climate adaptation and mitigation.

### Mumbi Wachira

Is a full-time Accounting Lecturer at Strathmore University Business School (SBS) and Director of Doctoral Academy, Strathmore University. Her teaching and research areas are in ESG Reporting, Sustainable Finance, Managerial Accounting and Corporate Fraud. In addition to teaching and research, Dr. Wachira has also been involved in the training and consulting of companies working towards embedding sustainability strategies within their business models. She is part of the Kenya Banker's Association Sustainable Finance working group which provides guidance on how financial institutions in the country should implement climate risk reporting. She is the academic lead for Sustainability Leadership Programme at SBS and the Vice Chair for UN-PRME Chapter Africa. She is a member of the Shared Value Africa Initiative Council of 8 and is also actively involved in the B Academics Global Engagement Committee representing Africa.

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## Contact at UASM



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Reconocimiento como Universidad, Decreto 1297 del 30 de mayo de 1964.  
Reconocimiento personería jurídica Resolución 28 del 23 de febrero de 1949 Min. Justicia.