

**Universidad de los Andes  
School of Management  
(UASM)**

**Courses delivered in  
English**

20

24

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20

**Graduate  
course offer**

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August - December

3 Credits

## Accounting and Financial Planning

**Professor:** Maximiliano González

**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) analyze the reality of an organization 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 organization; 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 organization

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. 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

2 Credits

## Entrepreneurship and Capitalism in Latin America

**Professor:** Andrea Lluch

**Program:** GLOBAL

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

## Sustainability Issues in Latin America

**Professor:** Ivan Lobo**Program:** GLOCAL

Latin America is an exceptional case to analyze 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 urbanized 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.

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.

2 Credit

## 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 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 Credits

## Skill Seminar

**Professor:** Valeria Escobar**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

## Block Seminar

**Professor:** Valeria Escobar**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

## Global Strategy Project

**Professor:** Jorge Barriga**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

## 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 Credit

## Applied AI for Entrepreneurship

**Professor:** Rafael Vesga

**Program:** CEMS

The course is designed for aspiring entrepreneurs with a vision to integrate artificial intelligence (AI) into their business models. This course is based on workshop methodology. Over 8 weeks, students will explore various AI applications, understanding how they can be leveraged to solve the typical problems that a venture finds on its path to growth. The curriculum focuses on practical applications of AI in business, emphasizing case studies and real-world examples over technical development. No coding experience is required.

### Further information

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