# Boletín de Publicaciones

El Comité de Publicaciones apoya la edición y divulgación de la producción intelectual de los profesores de la Facultad.

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En esta edición del Boletín de Publicaciones destacamos la producción académica de nuestros profesores entre febrero y abril de 2025. Los temas abordan desafíos actuales en emprendimiento, sostenibilidad, finanzas, género, comportamiento organizacional y educación en gestión. Desde estudios sobre consumo responsable hasta análisis de dinámicas en equipos híbridos, estos trabajos reflejan el compromiso de la Facultad con la generación de conocimiento riguroso y relevante para la sociedad. Los invitamos a explorar y compartir estas valiosas contribuciones.

## Comportamiento organizacional

*Not even remotely close: How co-location imbalance affects subgroup formation in hybrid teams.*

Ver más

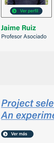
Ver perfil

This paper introduces the idea of co-location imbalance—differences in how often team members work together in person—to explain challenges in hybrid teams. It argues that these imbalances can lead to subgroups and affect team dynamics, offering a new way to understand and study hybrid work.

**María Ximena Hincapié**
Profesora Asistente

*Attitudes of millennials toward corporate responsibility: a 28-society multilevel analysis.*

Ver más



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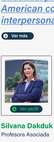
This study explores how cultural values and national conditions shape millennials' views on corporate responsibility across economic, social, and environmental dimensions. Analyzing data from 28 countries, it finds that both cultural attitudes and structural factors like welfare policies influence how future business leaders perceive corporate duties. These insights help explain global differences in support for responsible business practices.

**Jaime Ruiz**
Profesor Asociado

*Crisis management in family firms: the combinations of family business involvement and directive leadership that influence business and social performance.*

Ver más



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This study analyzes how certain internal characteristics of family businesses influenced their financial and social performance during the COVID-19 crisis. Using a global sample, different types of businesses were identified based on the level of managerial leadership and family involvement. The results show that clear leadership helped reduce losses, while high family involvement without effective management worsened results. This offers useful insights for improving the resilience of family businesses to future crises.

**Luis Díaz M.**
Director Académico MBA

Governance of live performing arts: Building strong cultural institutions in developing countries (chapter 24). In *The Routledge Companion to Governance in the Arts World*

Ver más

Ver perfil

This book provides a global overview of arts governance, analyzing levels from individuals to public policy. It addresses current issues like toxic leadership, discrimination, and post-colonialism, highlighting the unique challenges and dynamics of the cultural sector.

**Jaime Ruiz**
Profesor Asociado

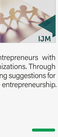
*Project selection with biased advice: An experiment on competitive cheap talk*

Ver más

Ver perfil

When employees compete for limited resources, they may exaggerate their project's value. But knowing future opportunities exist can encourage honesty to preserve resources. The paper shows truthfulness increases when low-quality projects are more frequent, but decreases as competition grows.

**Miguel Martínez**
Profesor Asociado



*Unethical pro-organizational behavior in Hispanic American contexts: the role of organizational and interpersonal factors*

Ver más

Ver perfil

This article explores why employees in Ecuador and Venezuela may engage in unethical acts to benefit their organizations. Factors like ethical culture, leadership, and organizational identification influence such behavior, offering insights for managing it in similar cultural settings.

**Silvana Dakduk**
Profesora Asociada

## Educación en gestión



*Experiential learning at its best: problem-based learning and gamification in supply chain management*

Ver más



**Juan Pablo Soto**
Profesor Asociado

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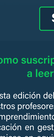

**Sonia Camacho**
Profesora Asociada

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This paper describes five courses from a supply chain management master's program in Colombia that use experiential learning through problem-solving and gamification. Students work in teams to solve strategic and operational challenges in key SCM areas, helping them learn concepts and build practical skills.

## Emprendimiento



*Cases on entrepreneurship and innovation*

Ver más



Ver perfil

Cases on Entrepreneurship and Innovation bridges the gap between the real-world complexities of diverse innovative and entrepreneurial endeavours in challenging environments and the academic classroom setting. It serves as an essential toolkit for academics and instructors, providing clear teaching guidance and tailoring real-world scenarios to be more relatable and context-relevant for students across the globe.

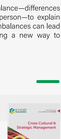
**Veneta Andonova**
Profesora Asociada

Teaching cases in unexplored topics and contexts: why do we need such a book? *Cases on entrepreneurship and innovation*, chapter 1.

Ver más

The teaching case method has gained in popularity across business and management schools all over the world, lately expanding towards other fields such as economics, public policy, law, not-for -profit management, and the like.

**Veneta Andonova**
Profesora Asociada



*Inclusive entrepreneurship ecosystem for PwDs: a reflection on SDGs*

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This article examines the challenges faced by entrepreneurs with disabilities in India and the support roles of aid organizations. Through interviews, it identifies key barriers and enablers, offering suggestions for policy, financing, and inclusion to promote accessible entrepreneurship.

**Aniket Sengupta**
Profesor Asistente

Inversión de Impacto (capitulo 15). *Financiando el futuro: capital para arrancar y escalar negocios exitosos*

Ver más

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Este capítulo ofrece una visión general de la inversión de impacto y sus diferencias con otros tipos de inversión que financian emprendedores cuyos modelos de negocio apuntan al desarrollo de objetivos sociales y ambientales, al tiempo que generan rentabilidad financiera.

**Andrés Guerrero**
Profesor Asistente

# Estrategia

Global alliances in a world of flux: Is this the birth of a new multipolar world? (chapter 8). In *Emerging Markets Multinationals Report 2024: Innovation and Transformation to Emerge Stronger*

Ver más

**Juana García**
Profesora Asociada
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**Veneta Andonova**
Profesora Asociada
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The chapter illustrates the current standing and internal cohesion of the current member states in G7 and EU, on the one hand, and BRICS and SCO, on the other. Implications for investors, entrepreneurs and policy makers are discussed.

# Finanzas

Codensa: para que no se nos vaya la luz financiera. Cladea Balas *Case Consortium.*

Ver más

**Rosa Isabel González**
Profesora Asistente
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**Santiago Rodríguez**
Profesor Asociado
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El caso se diseñó para ser utilizado en los cursos Finanzas Corporativas y Estrategia Financiera, donde se abordan las temáticas de finanzas corporativas. En particular sirve para analizar tres conceptos: la identificación de los componentes de la estructura de capital y el proceso para llegar a un nivel objetivo; la estimación del costo promedio ponderado de capital; y, el análisis de la forma en que las decisiones empresariales tienen impacto en la estructura de capital y consecuentemente en la estimación del costo promedio ponderado de capital.

Decoding as a linear ill-posed problem: The entrop minimization approach

Ver más

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**Enrique ter Horst**
Profesor Asociado

This study proposes a mathematical way to recover error-encoded messages, using an entropy-based approach to separate the original message from noise, even when the data is incomplete or distorted.

GentoFlex. Cladea Balas *Case Consortium.*

Ver más

Ver perfil

El caso recrea una situación donde la empresa GentoFlex, productora de empaques flexibles para la industria de los alimentos en Colombia, quiere incorporar tres iniciativas ASG (dos ambientales y una social) porque su presidente (Rafael González) y una de sus hermanas (María Helena González), creen que es una responsabilidad estar presentes en la agenda de proyectos de las empresas alineadas con la sostenibilidad.

**Maximiliano González**
Profesor Titular

# Género

*Time poverty: An unintended consequence of women participation in Farmers' Associations*

Ver más

**Andrés Barrios**
Profesor Asociado
Ver perfil

**Rodrigo Taborda**
Profesor Asociado
Ver perfil

**Ximena Rueda**
Profesora Asociada
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This study shows that while participation in farmers' associations can improve women's skills and wellbeing, it also adds to their workload, leading to time poverty. When women lack enough time, the benefits disappear. The findings offer a way to measure both the positive and negative effects of such participation and suggest ways to support women more effectively.

# Historia empresarial

Climate change and corporate adaptation: The evolution of the wine industry in the Andes (chapter 9). In *Climate change and business. Historical perspectives*

Ver más

Ver perfil

**Andrea Lluch**
Profesora Asociada

Climate change is the biggest market failure in history and a major business challenge. This book explores how companies have historically addressed environmental issues, revealing that many current strategies build on past practices. It offers valuable lessons for how businesses can respond to climate change.

Entrepreneurship and Survival: Narratives and Voices of Argentinean Large Family Businesses (chapter 13). In *Global Family Capitalism. A Business History Perspective*

Ver más

Ver perfil

**Andrea Lluch**
Profesora Asociada

This chapter examines how family businesses in Argentina have endured challenging contexts by drawing on oral narratives. These stories show how firms flexibly create and adapt strategies, offering insight into their resilience amid uncertainty and instability.

# Mercadeo

*Community care as a strength-based strategy to mitigate vulnerabilities: an empirical study in Latin America and the Caribbean*

Ver más

Ver perfil

**Oscar Naranjo**
Profesor Asistente

This article shows how community care practices from Indigenous groups in Latin America and the Caribbean can support organizational efforts to improve service access. These practices empower vulnerable communities and promote collective well-being through culturally grounded strategies.

*Mind the standardization gap: An emerging market phenomenon*

Ver más

Ver perfil

**Burcu Sezen**
Profesora Asociada

This paper introduces the "standardization gap," or the mismatch between how managers and consumers perceive a global brand's consistency across markets. In emerging markets, this gap can hurt brand value and sales, especially when it involves brand positioning. Standardized ads can help with positioning, but not with how products themselves are perceived.

The effect of CSR beliefs among bank customers during difficult economic times

Ver más

Ver perfil

**Enrique ter Horst**
Profesor Asociado

This study examines how customers perceive banks' corporate social responsibility (CSR) during the COVID-19 crisis. It finds that practical actions—such as lowering interest rates or offering financial advice—are seen as more authentic and build greater trust and loyalty than abstract initiatives. Customers value CSR efforts that align with their immediate needs in times of financial hardship. These insights help banks tailor their CSR strategies more effectively during crises.

# Sostenibilidad

## *Guía técnica e ilustrativa para el diseño de pagos por servicios ambientales en la modalidad de servicios culturales, espirituales y de recreación.*

Ver más

**Juana García**
Profesora Asociada
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**Lina Moros**
Profesora Asociada
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**Sandra Vilardy**
Profesora Asistente
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Esta guía presenta el paso a paso para la formulación de proyectos de Pagos por Servicios Ambientales (PSA) en la modalidad de servicios culturales, espirituales y de recreación, centrados en el turismo de naturaleza.

## *Improving resource efficiency. Technical progress urgently needed for sustainability (chapter 5).* In *Achieving UN Sustainable Development Goal 8: Economic Growth and Decent Work For All*

Ver más

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**Jorge García**
Profesor Asociado

This chapter highlights the urgent need for increased and targeted resource efficiency to tackle environmental problems but also concludes that technical progress may not suffice, so we will also need other policies to achieve sustainable development.

## *Opportunities and challenges for transformation of urban social-ecological systems* (chapter one). In *Advances in ecological Research.*

Ver más

Ver perfil

**Jorge García**
Profesor Asociado

This chapter discusses the underpinnings and framing of transformation for social-ecological systems. It illuminates this perspective by discussing opportunities and challenges for transformation with examples from cities (urban social-ecological systems) around the world.

## *The role of Consumer Wisdom in the interplay of motivations affecting pro-environmental behaviors*

Ver más

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**Carlos Trujillo**
Profesor Asociado

This study uses the concept of "Consumer Wisdom" to understand why people don't always act ecologically, despite valuing the environment. A survey in Colombia found that this wisdom mediates the relationship between personal values and sustainable habits, such as recycling or saving water. The approach better explains the gap between environmental values and behaviors and suggests new ways to promote more responsible behavior.

## *Small-scale gold miners' preferences on formalization: First steps toward sustainable supply chains in Colombia*

Ver más

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**Ximena Rueda**
Profesora Asociada

This study analyzes why small-scale gold miners in Colombia decide (or not) to formalize, a key step in accessing sustainable supply chains and reducing environmental damage. Through an experiment in two Afro-descendant Community Councils, it was found that miners are willing to formalize, but face different barriers depending on their past experiences. These findings help design locally tailored interventions that promote more sustainable mining.

## *The role of online experiments in the understanding of sustainable consumption behaviors: A systematic methodological literature review*

Ver más

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**Carlos Trujillo**
Profesor Asociado

This study reviews how online experiments have been used to investigate sustainable consumption, a key issue for achieving environmental goals. Although these experiments are promising, this study highlights that they still have methodological limitations and are underdeveloped. Based on this, areas for improvement are identified to make them more reliable and useful in promoting sustainable behaviors.

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