



I.- IDENTIFICATION

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| Course Name | : GNAM: Business Challenges in Latin America |
| Code | : EAM-429A |
| Credits | : 5 (Chile system) |
| Type | : Elective |
| Requisites | : Global Network for Advanced Management student standing |

II.- DESCRIPTION

One of the most important corporate choices a company must take is the business model to pursue. That business model is impacted by the political, economical, social and cultural context. This course will discuss several business models in the context of Latam companies operating in Latin America, both for profit and non profit. The major management challenges will be identified and discussed. The academic part will be complemented with lectures by corporate executives and company visits.

III.- OBJECTIVES

At the end of this intensive course, the participant will:

1. Understand the political & economic context of business in mayor countries of latin america.
2. Evaluate innovative business models in specific industries such a Airline, Retail, Natural Resources manufacturing and identify key success factors.
3. Understand consumer cultures in major countries in Latin America and the impact of social networks and marketing.
4. Analize business models implications for corporate conglomerates and their growth strategies with application to the Latin American context.
5. Understand some of the major challenges in Human Resources management in the region
6. Undestand the changing social role of corporations and the potential for “B” corporations in the region

IV.- EVALUATION

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|-----------------|-----|
| Group Cases (3) | 60% |
| Individual Test | 40% |

V.- EXPECTED BEHAVIOR

It is expected from students:

- a genuine commitment for learning and sharing knowledge and cultural factors with their classmates.
- an ethical behavior in all evaluations and class activities

The student honor code at PUC de Chile is included:

“Academic integrity is fundamental to the personal development of the current student and future alumni. Integrity is based on five values: honesty, trust, respect, responsibility, and impartiality. In order to get the most of this course, both students and professor must work together to create a learning environment to promote these values. Actions that go against these values are incompatible with the objectives of the course and the University, and will not be tolerated. Each student is expected to promote the spirit of academic integrity among his/her classmates.”

VI.- METHODOLOGY:

A combination of latin american case discussions, lectures by different professors and group activities, complemented with related company visits will be the core methodology of this course.

Course Coordinator: Prof. Cristián Ramírez, PhD UCLA (curamire@uc.cl)

PUC Faculty:

Klaus Schmidt-Hebel, PhD Economics MIT

Nicolás Cobo, Lawyer PUC de Chile, Máster Trade & International Finance, Universidad de Barcelona, Spain

Jorge Tarziján, Commercial Engineer PUC de Chile, MBA Lovain Univ., PhD Kellogg School, Northwestern Univ.

Edgar Kausel, PhD University of Arizona

Carlos Portales, PhD IESE, Spain

Daiane Scaraboto, PhD Schulich School, Canadá.

Pilar Rojas, PhD, PhD Solvay School, Belgium

Sebastián Gatica, Commercial Engineer PUC de Chile, PhD © University College London, UK.

Prof. Klaus Schmidt-Hebel

- Economic context in Latin America
- Economic models in latin american countries
- Perspectives and challenges for the región

Prof. Nicolas Cobo

- Political panorama in Latin America
- Political challenges and threats for business ventures in the Region

Prof. Jorge Tarziján

- The concept of Business model
- Innovation in Business models
- Examples of successful Chilean Business models
- Business model adaptation to the institutional setting

Readings:

Lan Chile Case A & B

- “When one business model is not enough”, R. Casadesus & J. Tarzijan, HBR, Jan-Feb 2012
- “Latin America Management Research: Review, Synthesis, and Extension
- The corporate-level view of business model innovation”, R. Casadesus, J. J. Tarzijan

Prof. Daiane Scaraboto-Pilar Rojas

- Consumer cultures in Latin America
- Brand communities and Social Networks in the region

Prof. Sebastián Gatica

- The concept of hybrid organizations and social entrepreneurship
- Convergence and emergence of hybrid organizations in Latam
- B-Corporations as a key actor on these dynamics
- Examples of interesting Chilean B-corps
- Opportunities and challenges of B-Corps and hybrid organizations in Chile and Latam

Readings:

- “Hybrid organizations”, N. Haigh, A. Hoffman, *Organizational Dynamics*, 2012, 41.

