

HOST	: PONTIFICIA UNIVERSIDAD CATOLICA DE CHILE, SCHOOL OF BUSINESS
NAME	: GLOBAL NETWORK FOR ADVANCED MANAGEMENT (GNAM)
TOPIC	: LEADERSHIP AND PERSONAL MANAGEMENT
ACRONYM	: EAM429
CREDITS	: 5 UC/ 3 SCT
MODULES	: 01/
REQUIREMENTS	: GNAM School MBA Student
GRADING	: Standard (Grades 1.0 to 7.0)
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I. COURSE DESCRIPTION

Latin America presents a dynamic and often volatile environment for leadership. From political instability and economic fluctuations to social inequality, corruption, and environmental tension, the region offers unique challenges that shape how leaders must act, decide, and transform organizations. This course explores how leaders across Latin America are navigating uncertainty, leading with purpose, and innovating under pressure.

The program is organized around four integrative pillars:

1. **Contextual Analysis:** Understanding Latin America's institutional, political, and socio-economic environment.
2. **Leadership and Organizational Response:** Exploring how companies and leaders act within that context.
3. **Tools and Models for Technological and Innovative Leadership:** Leveraging analytics, entrepreneurship, and digital transformation.
4. **Cultural and Ethical Change Leadership:** Navigating values, inclusion, and transformation in fractured societies.

II. LEARNING OBJECTIVES

- Understand the institutional, cultural, and economic landscape of Latin American businesses
- Analyze how businesses and leaders respond to volatility, social demands, and institutional fragility
- Discuss leadership ethics and tools for systemic change

- Explore inclusive innovation and digital transformation under regional constraints
- Reflect on leadership identity and cultural fluency in Latin America

III. METHODOLOGY

- Case analyses (Harvard, INSEAD, local sources)
- Interactive lectures and guest panels
- Role-play and simulation exercises
- Team debriefs and integrative reflections

IV. WEEKLY PROGRAM OVERVIEW

SUNDAY 12th CITY TOUR (OPTIONAL) DAY TOUR

MONDAY 13th– CONTEXTUAL ANALYSIS

Theme: Understanding the structural environment of Latin American organizations

Session 1: Crisis Leadership in Latin America

Professor: Carlos Portales

- Context: political unrest, inflation, institutional fragility
- Case: *Rescue of the 33 Miners* (HBS 413-030)
- Supplementary: Social unrest in Chile and Colombia (media/documentary excerpts)

Session 2: Informality, Inequality, and Institutional Weakness

Professor: Carlos Portales

- Labor informality and inequality in organizational environments
- Socioeconomic fragmentation and its impact on management

Material: News reports, academic excerpts (ECLAC, CEPAL), HBS Case

TUESDAY 14th– LEADERSHIP AND ORGANIZATIONAL RESPONSE

Theme: Business leadership facing socio-environmental tensions

Session 3: Leadership in Resource-Extractive Sectors

Professor: Sebastián Gatica

- Case: *Pascua-Lama Mining Conflict* (HKS Case)
- Panel: Social leaders (guest speakers)

Session 4: Corporate Responsibility and Shared Value Models

Professor: Jorge Tarziján

- Case: *Aguas Danone Chile* (INSEAD)
- How companies redefine purpose amid public scrutiny

Material: Harvard Kennedy School case, INSEAD case, corporate videos, panel inputs

WEDNESDAY 15th– TOOLS AND MODELS FOR INNOVATIVE LEADERSHIP

Theme: Leveraging technology and entrepreneurship in adverse contexts

Session 5: *AI and People Analytics in Latin America*

Professor: Rosario Macera

- Ethical dilemmas and applications of analytics in HR and leadership
- Case: Caso INSEAD: People Analytics at CitySoft (Abridged for LATAM context). Adaptation: the case compares global companies with Latin American startups that use AI for selection and performance (e.g. Nawaiam, Aira, Rankmi)

Session 6: *Entrepreneurship and Innovation from the End of the World*

Professor: Paula Broitman

- Case: TESI App and peripheral innovation (PUC case)

Session 7: *Digital Transformation in Unequal Contexts*

Professor: Andrés Raineri

- Case: *Crehana/Ualá* in Peru/Argentina
- Reading: World Bank “Digital Inclusion in Latin America”

Material: TESI case, World Bank report, analytics dashboards, startup profiles

THURSDAY 16th– CULTURAL AND ETHICAL CHANGE LEADERSHIP

Theme: Navigating inclusion, culture, corruption and social legitimacy

Session 8: *Cultural Dimensions and Leadership Styles*

Professor: Edgar Kausel

- Application of Hofstede and GLOBE to Latin America

Session 9: *Inclusive Leadership and Female Leadership in Diverse Societies*

Professor: Paula Broitman

- Case: *Women Leadership in SMEs* (INCAE) + Bias role-play exercise

Session 10: *Leadership, Corruption and Institutional Trust*

Professor: Carlos Portales

- Case: *Petrobras Scandal* (HBS)
- How leaders navigate environments of systemic distrust

Material: INCAE case, Hofstede data, Petrobras case, role-play guides

FRIDAY 17th– SYNTHESIS AND APPLICATION

Capstone Workshop: Simulation + Final Reflection

Facilitator: All Faculty

- Integrative simulation (ethical, strategic, cross-cultural challenges)
- Team presentations and critical reflection: “What kind of leadership does Latin America need?”

Material: Material for teamwork to develop a personal strategy to exercise effective leadership in Latin America under the context and variables discussed throughout the course

V. EVALUATION

Group Assignment : 100%

VI. RECOMMENDED CASES AND ARTICLES

Cases:

- *Rescuing the 33* (HBS 413-030)
- *Petrobras Scandal* (HBS)
- *Aguas Danone Chile* (INSEAD 314-0240-1)
- *Pascua-Lama Conflict* (Harvard Kennedy School)
- *Women Leadership in SMEs* (INCAE)
- *Crehana/Ualá: Digital Inclusion* (custom briefing)
- *TESI: Innovation from the End of the World* (PUC)

Articles and Readings:

- World Bank: *Digital Inclusion in Latin America*
- Hofstede Insights: *Culture and Leadership in Latin America*
- HBR: *How Latin American Leaders Can Build Trust in Uncertain Times*
- MIT Sloan: *Leadership in Polarized Times*
- Stanford Social Innovation Review: *Resilience from the Margins*
- IDB: *Inclusive Leadership in Latin America*
- CEPAL: *Informality and Inequality in Latin America*