



HOST	:	PONTIFICIA UNIVERSIDAD CATOLICA DE CHILE, SCHOOL OF BUSINESS
NAME	:	GLOBAL NETWORK FOR ADVANCED MANAGEMENT (GNAM)
TOPIC	:	LEADING THROUGH UNCERTAINTY: STRATEGY, INNOVATION AND EMOTIONAL INTELLIGENCE IN LATIN AMERICA
ACRONYM	:	EAM429
CREDITS	:	4 UC/ 3 ESCT
MODULES	:	01/
REQUIREMENTS	:	GNAM School MBA Student
GRADING	:	Standard (Grades 1.0 to 7.0)
ADMIN. CONTACTS	:	Prof. Carlos Portales (cportales@uc.cl), Monique Delaveau, International Coordinator, (mdelaveau@uc.cl)

1. COURSE DESCRIPTION

Latin America presents a dynamic and challenging environment for leadership. Political instability, economic volatility, social inequality, and institutional fragility shape how leaders must act, inspire, and transform organizations. This course explores how leaders across Latin America respond to uncertainty by developing emotional intelligence, leveraging technology, and fostering innovation in highly adverse contexts. Through cases, discussions, and company visits, students will reflect on what kind of leadership is needed in the region today.

2. LEARNING OBJECTIVES

- Understand the institutional, social, and economic challenges that impact leadership in Latin America.
- Explore leadership strategies to manage volatility, uncertainty, and organizational crises.
- Develop emotional intelligence and emotional agility as tools for resilient leadership.
- Analyze how technology, AI, and entrepreneurship are reshaping management in the region.
- Reflect on personal leadership identity and cultural fluency in complex environments.

3. METHODOLOGY

- Case studies (Harvard, INSEAD, regional cases).
- Interactive lectures with discussion and debate.
- Role-play and simulations to practice leadership responses.
- Company visits to Latam Airlines and Antofagasta Minerals (AMSA).



- Group work and integrative reflections throughout the week.

4. EXPECTED BEHAVIOR

Students are expected to:

- Show a genuine commitment to learning and to sharing knowledge and cultural perspectives with their classmates.
- Exhibit ethical behavior in all evaluations and class activities.
- Respect diversity of thought and foster a collaborative learning environment.

Student Honor Code (PUC Chile): “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 this course and those of the University and will not be tolerated. Each student is expected to promote the spirit of academic integrity among his/her classmates.”

5. EVALUATION

Group Assignment: 100%

Students will work in teams to integrate course insights into a final reflection on leadership strategies for Latin America.

6. PROGRAM DRAFT

SUNDAY 18TH

10:00-14:00 Optional tour of Santiago, with prior registration

MONDAY 19TH

09:00 – 10:30 *Corporate Leadership and Strategic Choices in Times of Crisis in Latin America* – Prof. Carlos Portales

Students analyze how companies respond to crises such as political instability, inflation, and social unrest. Focus on leadership strategies for survival and long-term positioning.

11:00 – 12:30 *Navigating U.S.– China Competition in Latin America: Perspectives for Corporate Strategy and Risk Management*

(TBC)



Students will engage with key debates on U.S.–China competition in Latin America, exploring its implications for business strategy and risk management. Through case studies and interactive discussion, they will connect geopolitical dynamics with practical corporate decision-making.

12:30 – 13:30 Welcome Remarks

13:30 – 13:30 Bag lunch

TUESDAY 20TH

09:30 – 11:00 *Leading Growth Strategies in Highly Volatile Environments* – Prof. Jorge Tarziján
Explores how firms can identify opportunities and sustain growth despite uncertainty. Focus on leadership approaches that balance risk-taking with resilience.

11:30 – 12:30 *Alternative Growth Strategies in Latin American Firms Facing High Uncertainty* – Prof. Jorge Tarziján
Examines non-traditional growth paths such as alliances, diversification, and shared-value models. Emphasis on leadership decisions under resource constraints.

12:30 – 13:30 Group Work

14:30 – 16:30 Guest Speaker Session: Antofagasta Minerals (AMSA)

WEDNESDAY 21TH

09:00 – 10:30 *Emotional Intelligence for Leadership in Times of Turbulence* – Prof. Nureya Abarca Students learn how emotional intelligence enables leaders to manage stress, empathize with stakeholders, and sustain trust in unstable environments. Combines theory with practical applications for resilience.

11:00 – 12:30 *Leading Through Uncertainty: Emotional Agility for Latin American Leaders* – Prof. Nureya Abarca
Introduces the concept of emotional agility and how it equips leaders to adapt rapidly under pressure. Emphasis on techniques for maintaining team motivation and effective decision-making amid crisis and change.



12:30 – 13:30 Group Work

14:00 – 18:00 Guest Speaker Session and Company Visit: Latam

THURSDAY 22TH

09:00 – 10:30 *Smart Leadership: AI and People Analytics in a Changing Latin America* – Prof. Rosario Macera

Examines leadership in the era of digital transformation, focusing on the use of analytics for decision-making. Students evaluate how firms can leverage technology while managing inequality and cultural complexity.

11:00 – 12:30 *Shaping the Future of Talent with AI and People Analytics in Latin America* – Prof. Rosario Macera

Analyzes how AI and people analytics are reshaping talent management. Students discuss opportunities and ethical dilemmas technology creates for leaders.

12:30 – 13:30 Group Work

FRIDAY 23TH

09:00 – 10:30 *Entrepreneurship and Innovation from the End of the World* – Prof. Paula Broitman Through Chilean and regional cases, students explore how entrepreneurs create innovative solutions from peripheral markets. Focus on the role of local context in shaping entrepreneurial responses.

11:00 – 12:30 *Scaling from the Periphery: Turning Local Innovation into Global Impact* – Prof. Paula Broitman

Examines how Latin American startups expand beyond local borders to achieve global influence. Students analyze challenges of scaling, internationalization, and sustaining innovation from emerging ecosystems.



	Sunday 18th	Monday 19th	Tuesday 20th	Wednesday 21th	Thursday 22th	Friday 23th
08:30-09:00		Welcome Coffee	Welcome Coffee	Welcome Coffee	Welcome Coffee	Welcome Coffee
09:00-10:30		Corporate Leadership and Strategic Choices in Times of Crisis in Latin America Prof. Carlos Portales	Leading Growth Strategies in Highly Volatile Environments Prof. Jorge Tarzijan	Emotional Intelligence for Leadership in Times of Turbulence Prof. Nureya Abarca	Smart Leadership: AI and People Analytics in a Changing Latin America Prof. Rosario Macera	Entrepreneurship and Innovation from the End of the World Prof. Paula Broitman
10:30-11:00		Break	Break	Break	Break	Break
11:00-12:30	Sunday 12th, One-day tour of Santiago, with prior registration (with nidia.espinoza@uc.cl)	Navigating U.S.- China Competition in Latin America: Perspectives for Corporate Strategy and Risk Management Prof. Francisco Urdínez	Alternative Growth Strategies in Latin American Firms Facing High Uncertainty Prof. Jorge Tarzijan	Leading Through Uncertainty: Emotional Agility for Latin American Leaders Prof. Nureya Abarca	Shaping the Future of Talent with AI and People Analytics in Latin America Prof. Rosario Macera	Scaling from the Periphery: Turning Local Innovation into Global Impact. (Professor Broitman's classes will be held at the Start-Up Chile offices) Prof. Paula Broitman
		Welcome Remarks by Prof. Maria Montt Vice-Rector for International Affairs PUC				
12:30-13:30		Welcome Remarks by Prof. José Miguel Sánchez, Dean of the School of Economics and Business, PUC	Group Work	Group Work	Group Work	Group Work
13:30-14:00		Bag Lunch	Free Lunch	Free Lunch	Free Lunch	Free Lunch
14:00-18:00			Guest Speaker Session: Antofagasta Minerals (AMSA)	Guest Speaker Session and Company Visit: Latam		

7. FACULTY

Prof. Nureya Abarca

Nureya Abarca is a professor at the School of Management of the Pontificia Universidad Católica de Chile, specializing in leadership, organizational behavior, and emotional intelligence. Her work focuses on the development of managerial competencies, people management, and executive education programs on effective leadership in high-pressure and uncertain environments.

Prof. Paula Broitman

Paula Broitman is a professor at the School of Management of the Pontificia Universidad Católica de Chile, focused on entrepreneurship, innovation, and inclusive leadership. She has developed research and cases on Chilean and Latin American startups, peripheral innovation, and female leadership in SMEs. She actively participates in entrepreneurship acceleration programs and in the training of entrepreneurial leaders with global impact.

Prof. Rosario Macera

Rosario Macera is a professor at the School of Management of the Pontificia Universidad Católica de Chile and an expert in digital transformation, people management, and data analytics applied to management. Her



teaching and research focus on how artificial intelligence and people analytics are transforming decision-making in Latin American organizations, with an emphasis on inclusion and cultural change.

Prof. Carlos Portales

Carlos Portales is a professor at the School of Management of the Pontificia Universidad Católica de Chile, specializing in leadership, strategy, and management in crisis contexts. He has carried out research and teaching on institutions and governance in Latin America, leading international programs related to the development of managerial competencies and decision-making in highly uncertain environments.

Prof. Jorge Tarziján

Jorge Tarziján is a professor at the School of Management of the Pontificia Universidad Católica de Chile. His research and teaching focus on corporate strategy, business models, strategic alliances, and growth in emerging markets. He has published extensively in international journals and advises Latin American companies on expansion and competitiveness strategies.

Prof. Francisco Urdinez

Francisco Urdinez is a professor of Political Science at the Pontifical Catholic University of Chile, where he directs the Millennium Nucleus ICLAC on China–Latin America relations. He holds a PhD in International Relations from King’s College London and the University of São Paulo, and his research focuses on U.S.–China competition, economic diplomacy, and Latin America’s engagement with Asia.

8. SUGGESTED READINGS

Cases:

- *Beyond the barricade: Chile 2023* (HBS 9-324-005)
- *Unrest in Chile* (HBS 9-720-033)
- *The 2010 Chilean mining rescue* (HBS 413-030)
- *Walmart Chile after the unrest: Doubling down or pulling out* (HBS 5-723-014)
- *Barrick Gold Corporation: Perfect Storm at Pascua Lama*
- *The rise and fall of Petrobras* (Thunderbird TB0433)
- *Mercado Libre: The Best Is Yet to Come* (HBS 9-325-065)
- *Aguas Danone Chile* (INSEAD 314-0240-1)
- *Women Leadership in SMEs* (INCAE)
- *Crehana/Ualá: Digital Inclusion* (custom briefing)
- *TESI: Innovation from the End of the World* (PUC)



- *Falabella: Growth options in uncertain times* (Ivey W20951)

Articles and Readings:

- Javidan, et al. (2019). *How Leaders Around the World Build Trust Across Cultures*. HBS
- The World Bank. (2023). *Digital Economy for Latin America and the Caribbean (DE4LAC): Digital Inclusion and Growth*. World Bank. Hofstede Insights: *Culture and Leadership in Latin America*
- *A New Corporate Playbook for Navigating Political Uncertainty in Latin America* (HBR, November 15, 2024)
- How to Deal With Political Polarization in the Workplace MIT Sloan: *Leadership in Polarized Times*
- *10 Strategies for Leading in Uncertain Times* (MIT Sloan, April 28, 2025) IDB: *Inclusive Leadership in Latin America*
- *From Margin to Mainstream: Social Innovation for Systems Change* (Feb. 24, 2025)
- *Diversity, Equity, Inclusion and Belonging: Progress Report 2022-2023* (IDB, 2024) con DOI: 10.18235/0013051
- Farias, P. (2016). *Measurement and Graphic Representation of Cultural Distances between Latin American Countries*. *Convergencia, Revista de Ciencias Sociales*, (70), Universidad Autónoma del Estado de México.