



international  
**summer**  
school **2022**

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G U I D E L I N E S



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# GUIDELINES

## Introduction

Universidad de los Andes is a private, non-profit, non-denominational university founded in Bogota, Colombia in 1948. With 18.721 students, the current academic offer includes 17 doctoral programs, 76 graduate programs and 43 undergraduate programs. Among other resources, 76% of Uniandes full-time faculty hold a PhD.

The School of Management (UASM), one of the University's twelve constitutive Schools, was created in 1972. UASM defines itself as a school of management rather than a business school, committed to educate and influence decision makers in the private, public and non-profit sectors through its main differentiators: leadership, sustainability and innovation. Universidad de los Andes School of Management is the only Colombian institution accredited by AACSB, EQUIS and AMBA and one in ten schools in Latin America.

The **International Summer School** is delivered at Universidad de los Andes School of Management (UASM) in Bogota, Colombia. It was launched in 2004 and it aims to offer students the opportunity to broaden their international perspective by being exposed to innovative courses that provide advanced learning in specialized management fields.

This intercultural experience offers a wide variety of credit-granting courses that are delivered by international visiting faculty from prestigious universities around the world and seeks to offer students and participants exposure to different methodologies and learning practices. All International Summer School courses are taught in [English](#) and are designed for both undergraduate and graduate students who seek to increase their knowledge in a global and competitive environment.

To adapt the program to the demands of the Covid-19 pandemic, the last two editions were delivered 100% online, however, for next edition the School is expected to deliver some courses on-campus and come courses online.

## Key Facts

- Visiting faculty from more than **80** universities worldwide have taught courses in this program since **2004**
- **177** different courses have been delivered since **2004**
- The program has grown from **124** students and participants in **2004** to **559** in **2021**
- A total of **7.347** students have participated since **2004**

## The 2021 International Summer School

The following courses were delivered in 2021:

### June 8 – June 19



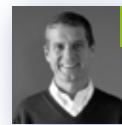
**Christina Lubinski**  
Copenhagen Business School

The Founder's Dilemmas:  
Designing Startup Strategy



**Ramiro Montealegre**  
University of Colorado

Digital Technology and  
Business Strategy



**Brian Ganson**  
University of Stellenbosch

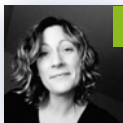
Negotiation in Complex  
Socio-Political Environments



**Carlos Vargas**  
EGADE Business School  
Tecnológico de Monterrey

Fundamentals of Sustainable  
Finance and Investments

### June 21 – July 2



**Jennifer Goodman**  
Audencia Business School

Sustainability Strategies  
for Complex Challenges



**Anthony Evans**  
ESCP Business School

Problem Solving and  
Decision Making



**Simon Croom**  
University of San Diego

Sustainable and  
Responsible Global Supply  
Chain Management



**Carlton O'Neal**  
University of San Diego

International Sales and  
Selling



**Alexander Coutts**  
Schulich School of Business,  
York University

Behavioral Insights for  
Business and Finance

### July 6 – July 16



**Michael Goldman**  
University of San Francisco

Sport & Entertainment:  
Sales & Sponsorship



**Renato Orsato**  
Fundação Getulio Vargas  
INSEAD

Platforms, Blockchains  
and Sustainability



**Jaime Sabal**  
ESADE Business School

Real Estate Finance

## July 19 – July 24

UNIANDES IMPACT  
ENTREPRENEURSHIP  
**BOOT  
CAMP**



### Daniela Ruiz

Associate Professor ITAM,  
Director EPIC Lab: ITAM's  
Entrepreneurship &  
Innovation Center



### Soumitra Dutta

Professor, SC John  
son College of  
Business, Cornell  
University



### Isaac Prada

CEO KeelWit  
Technology



### Veneta Andonova

Dean, School of  
Management



### Andrés Guerrero

Entrepreneurship  
Center Director

In 2021 the School of Management offered the first edition of the Uniandes Impact Entrepreneurship Bootcamp, a six days intensive credit granting program looking to develop entrepreneurial skills and to create high-impact entrepreneurship projects. This year, the winning project, chosen by a jury of experts, received US \$ 10.000 and continuous support offered by the Uniandes Entrepreneurship Center to develop their project.

If you are interested in this program please email [n.martinez16@uniandes.edu.co](mailto:n.martinez16@uniandes.edu.co) to request more information.

## Key Information

### Course dates:

The 2022 International Summer School will be held during **June 6<sup>th</sup> - July 22<sup>nd</sup>** in three separate blocks of courses:

Block	Tentative dates
1	June 6 - June 17
2	June 21 - July 2
3	July 5 - July 16

\*This dates are subject to change.

In the Application Form, faculty must choose the preferred block to teach their course.

### Course schedule:

All courses must be exactly **30-contact hours** (4 credit-hours for undergraduate students or 2 credit-hours for graduate students). They must be delivered during an exact two-week period and in the previously established blocks. Courses are scheduled accordingly:

#### Face-to-face courses

- Monday to Friday from 6:00 p.m. to 9:00 p.m. Three hours per day.
- Saturdays from 9:00 a.m. to 12:00 m. and/or 1:00 p.m. to 5:00 p.m.
- Some courses (one per block) are scheduled from Monday to Friday from 9:00 a.m. to 12:00 m.

## Online courses

According to the time zone, final schedules would be as follows:

- Monday to Friday from 6:30 a.m. to 9:30 a.m. or from 6:00 p.m. to 9:00 p.m. (Colombian time). Three hours per day.
- Saturdays from 9:00 a.m. to 12:00 m. or 1:00 p.m. to 5:00 p.m (Colombian time).

Visiting faculty are expected to start class on time. Faculty should offer a 10-15 minute break during each 3-hour session.

## Number of courses:

Every year, an average of 12 courses are delivered in this program. These can coincide in dates and schedule (maximum four courses can be taught during the same block).

**\*VERY IMPORTANT:** Selected visiting faculty who accept participation in 2022 UASM International Summer School must teach exclusively in this program. They cannot teach courses at another University and/or School during the period of the course delivery.

## The Students:

All International Summer School courses are offered to undergraduate and graduate students (MBA and specialized masters) from the School of Management and other Schools and Departments at Universidad de los Andes. When designing a course proposal it is important to consider that students from different program levels (undergraduate and graduate) can enroll in the same course. Diversity in course composition is one of the highlights of the program. Students take these credit-granting courses as electives.

On average each course has **44 enrolled students**. It is important to take into account that in 2021 courses ranged from 35 to 50 students per course. In terms of undergraduate and graduate composition, it can be said that it is evenly distributed.

## The student profile:

- Undergraduate students have no work experience.
- Master students range from 3 to 18 years of work experience.
- Students belonging to the Part-time MBA, and the Specialized Masters (Finance, Marketing, Environmental Management and Supply Chain Management) work during the day. This means that their available time for doing extra-class work is limited. It is important to take this into account when assigning course work.

## The following tips illustrate student culture at UASM:

- Most students take 1 or 2 additional core courses during the same period of the International Summer School program.
- Students are used to have required readings prior to class.
- Courses are highly valued when the theoretical information is combined with professor's personal experiences that have made them experts in the subject being taught.
- The use of innovative teaching methodologies such as problem based learning, simulations, experiential learning, practice based learning, among others is highly valued.
- Students do not need to be reminded of the theoretical part of basic core subjects. The intention of the International Summer School courses is to show students how to apply this knowledge in particular situations, countries or cultures. In other words, the "how, when, where and why" but not the "what".
- Both the students as well as the School expect faculty to involve students in discussions that challenge their analytical skills and to frequently use illustrative examples of the subject that is being covered. Teamwork is also very common and rich in results. It gives students the opportunity to challenge their own ideas and consider other possibilities.
- Guest speakers are highly valued.

## Course Selection Criteria

- All course proposals are reviewed by the International Summer School committee in charge of selecting each year's course portfolio. Proposals are selected based on the following criteria:
- The uniqueness and relevance of the topic to be taught (UASM students take these courses as electives).
- Each visiting faculty academic background, teaching and research experience.
- The maintenance of a multidisciplinary balance within the program portfolio.
- The complete submission of the following required documents before **November 1<sup>st</sup>, 2021**:



Updated  
Curriculum Vitae



Filled online  
application form



**Selection of course  
block according to  
course dates**



Selection of  
course delivery  
**methodology: online  
or face-to-face**



Complete course syllabus including:

1. Introduction/ course description
2. Course objectives
3. Course methodology
4. Proposed course schedule including session-by-session topics/coursework:

Session	Date	Topic	Assignments
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

5. Minimum required readings and coursework for EACH session
6. Evaluation system
7. Proposed prerequisites for the course
8. Required bibliography

**Incomplete proposals will not be taken into account in the selection process.**

When designing the syllabus, visiting faculty must take into consideration that all courses must have an explicit international perspective.

## Course delivery

### Materials:

- The International Summer School program is **paper-free**, hence. UASM will be in charge of uploading these materials into the course management system Bright Space ([bloqueneon.uniandes.edu.co](http://bloqueneon.uniandes.edu.co)).
- If the course requires the use of a textbook for students to purchase, the course syllabus must clearly indicate how it will be used during each of the sessions. In this case, faculty must send the ISBN number. Since courses are only two-weeks long, UASM recommends assigning **maximum one** required textbook per course. Faculty may suggest supplementary reading material in the syllabus (cases, papers, articles, etc.) for students to have as reference.



- UASM will be in charge of searching for all required reading materials (others than the ones faculty can provide in electronic format). Therefore, it's important to send the complete bibliography. If the required course materials include cases, please send the university or case clearing house to purchase them.
- When determining the daily required readings, it is very important to take into consideration that around 60% of enrolled students work during the day, thus they have very limited time to read.
- If additional class materials (post-its, markers, tape, printed material in different sizes, etc.) for face-to-face courses are required, all visiting faculty must request them two months prior to the beginning of their course.

### Grading:

- All students must have a final numerical grade at the end of the course. The grade composition (percentages for each graded activity; i.e. class assignments, exams, quizzes) is determined by each visiting faculty and must be clearly explained in the evaluation section of the course syllabus and further explained the first day of class.
- Grades **must be numerical** (versus Pass/Fail). The grading scale used at UASM ranges from 1.5 to 5.0; being 5.0 outstanding. Students fail the course with a grade lower than 3.0. **Grading is sole responsibility of each International Summer School faculty.**
- It is important that the final grade is based on more than one type of evaluation or assessment (no single assignment should be equivalent to 100% of the grade).
- All visiting faculty are responsible for uploading all the final grades into the University's Banner System and into the School's Bright Space system. Final grades must be submitted maximum **10 days** after the end of the course. All grades must be submitted to University by **July 27<sup>th</sup> 2022**; even if the course ended a few days before.
- If the visiting faculty decides to make last minute changes to the evaluation method described in the course syllabus, s/he must turn in –in written form – the changes both to the person responsible of the International Summer School at the School of Management and to all students, before the beginning of the course.



## Important Deadlines

Date	Activity
November 1 <sup>st</sup> 2021	Deadline for submission of International Summer School proposal. It must include: CV, course syllabus, filled application form, course dates according to schedule.
November 26 <sup>th</sup> 2021	International Summer School Committee meets to select the 2021 course portfolio.
November 29 <sup>th</sup> 2021	Results of selection process are communicated.
December 3 <sup>rd</sup> 2021	Selected faculty must forward the acceptance confirmation back to UASM jointly with: (i) photocopy of the first page of passport and (ii) bank account details.
February 11 <sup>th</sup> 2022	<ul style="list-style-type: none"> <li>▪ Submission of the revised course syllabus according to UASM's recommendations.</li> <li>▪ Submission of the travel dates to buy tickets and make hotel reservations.</li> <li>▪ Definition and confirmation of travel itinerary in order for UASM to buy tickets</li> </ul>
April 28 <sup>th</sup> 2022	All travel tickets must be purchased
June 6 <sup>th</sup> 2022	Courses begin
July 16 <sup>th</sup> 2022	Courses end
July 27 <sup>th</sup> 2022	UASM must submit final grades to University

## Honorarium

The electronic transfer of the honorarium (US\$6,500 or the equivalent in Euros or Pounds) will be made after the end of each course and will take approximately five weeks. UASM will transfer the total amount into each faculty's bank account. Faculty must provide UASM with precise bank account information and confirm that they are able to receive international transfers to the provided account in order to make the electronic transfer. Please note that the Colombian government and or the banks can make some deductions to the final amount that is electronically transferred to the bank account. The School will not pay for additional bank transfer costs.

## Information for Face-to-Face Courses Only

### Traveling to Colombia

- For face-to-face courses delivered in Bogota, visiting faculty who receive honorarium must apply to the **Colombian Temporal Visitors "V" Visa**, to be able to participate in the program. To obtain a Temporal Visitors Visa, visiting faculty must apply to it in the nearest Colombian Consulate in their country of residence. This procedure can take from 15 days up to 1 month which is why the School recommends that visiting faculty apply to the Visa with enough time. Faculty are responsible for arranging an appointment and presenting the complete documentation listed below:
  - a) Filled Visa application form.
  - b) Passport with at least two blank pages and valid for a minimum of 180 days before expiration.

- c) A photocopy of the main page of the passport (the one with your photo on it). If visiting faculty has previously been in Colombia, a copy of the last Visa and the last entry stamp to the country must be provided.
- d) One digital copy of a recent color photograph (white background, 3 cm x 4 cm).
- e) Official documents sent by Universidad de los Andes.

It is sole responsibility of each visiting faculty to organize their visa application. Please be further informed at your local Colombian Consulate as procedures may change depending on the country. In addition to the mentioned documents, other paperwork might be required. To see if you need to apply to a Temporal visitors "V" Visa, please visit:

[http://www.cancilleria.gov.co/tramites\\_servicios/visas/](http://www.cancilleria.gov.co/tramites_servicios/visas/)

- All visiting faculty must inform the School if they will be travelling accompanied to Bogota. If so, a copy of the first page of their passport must be sent to the School jointly with all visiting faculty visa documentation.

### All selected visiting faculty will be paid the following:

**Honorarium:** US\$6,500 or the equivalent in Euros or Pounds.

**Airplane ticket** (Coach only). Any flight changes after ticket confirmation must be paid by each visiting professor. Ticket reimbursement is not allowed by the University. Faculty cannot buy their own ticket.

Hotel accommodation during the entire length of the course (plus ONLY one day before and after the start and end of the course). Breakfast and Wi-Fi are included.

**Transportation** services included:

- a. Airport - Hotel - Airport
- b. UASM can provide a daily transport service (Hotel - University - Hotel). This service has two pre-established schedules. **The service is guaranteed upon request.** Additional transport must be paid by each faculty.

**Visa expenses** will be reimbursed at the end of the course via electronic transfer into the visiting faculty account. Neither honorarium nor visa expenses can be paid in cash or delivered at UASM; they can only be electronically transferred approximately five weeks after the end of the course. Please note that UASM will only refund travel expenses incurred in the visa procedure (no meals expenses). To do so, visiting faculty must scan all receipts and payment supports so that the University can make the expenses reimbursement. UASM will not pay for any meal expenses incurred. These documents **MUST** be sent at least one month prior to arrival to Bogota. Documents sent afterwards will not be reimbursed.

## UASM will NOT pay for:

- a) The cost of additional hotel nights.
- b) The cost of meals or other expenses such as: international calls, mini bar, alcoholic beverages, laundry service, etc. These must be paid directly to the hotel by each visiting faculty.
- c) Any additional costs related to the accommodation of an additional person sharing a room.
- d) The School will not pay for any late check-outs at the hotel.
- e) If travelling outside Bogotá during weekends, visiting faculty must check-out from the hotel during these days.
- f) International transport (taxis, trains, etc.) with the exception of transport incurred for Visa procedures. Meals incurred for Visa procedures.
- g) Local transportation services for an additional person.
- h) Local transportation services in any different schedule from those offered by the School.
- i) Transportation services different to transport incurred from and to the airport and between the School and the hotel.

## Additional Information

- For face-to-face courses delivered in Bogota, each visiting faculty will ideally have access to an office and a computer with Internet connection at the School. Offices may be shared.
- For both, online and face-to-face courses, an undergraduate student with proficient English skills will be assigned to each faculty to provide logistical support during their stay. Teaching assistants cannot help with aspects related to grading. Grading is sole responsibility of each International Summer School faculty.
- The University provides faculty members with a wide set of virtual platforms to ensure a high quality delivery of virtual classes: Bright Space, Zoom, MS Teams, Webex Training.
- During the 6 weeks of the duration of the International Summer School, visiting faculty **are required** to participate in additional activities such as delivering a research seminar or meetings with the Dean, Vice-deans and UASM faculty, among others.

### Useful links

<http://administracion.uniandes.edu.co/>

<https://administracion.uniandes.edu.co/index.php/es/facultad-intro/escuela-de-verano>

### Contact at UASM



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 E-mail: [n.martinez16@uniandes.edu.co](mailto:n.martinez16@uniandes.edu.co)