The World LEADERSHIP ONLINE SCHOOL

Institutional Member of PRME
Principles for Responsible Management Education

The ISEAD MBA
MBA Executive Program
MBA Master en Dirección y Administración de Empresas

Liderazgo y Transformación Social
Maestría en Dirección y Administración de Empresas
MDL Master en Dirección del Desarrollo y Liderazgo

Escuela de Finanzas
MDF Executive Master en Dirección Financiera
ACCA (the Association of Chartered Certified Accountants)

Programas Especializados
MCM Master en Dirección Comercial y Marketing
MCI Master en Dirección de Comercio Internacional
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A letter from the President

As an institution of higher education involved in the development of current and future managers ISEAD is committed to progress in the implementation of the PRME Principles. In fact, these principles are very close to ISEAD Business School objectives: the education and training of business leaders to become capable of generating and structuring competitive, profitable and sustainable business models, both regionally and internationally, with the leadership skills to implement them.

At first sight this may not be perceived as different vs. other existing proposals. This view, may, however, change when we take into consideration that the context and purpose is the creation of a new leadership style that responds to the new challenges of creating wealth while being socially responsible. In other words, wealth must be generated responding to the immediate need for business profitability but along with the right balance of a peaceful progress of the people and the environment where such wealth is created.

The challenge is building a new leadership where the human being is the focus, origin and cornerstone of the entire business management action. Thus, the specific and unique leadership action focused on people generates and provides dynamism to business development and competitiveness while influencing all other businesses that get in contact with it. This, by no means, implies that leadership authority will not be exercised when it needs to, in order to keep the coherence of the organization’s strategy at all levels.

Experience and learning on Economics and Business organizations over the last 30 years shows that there are no reasons why business results and people development should not walk hand in hand. In other words, wealth creation and social responsibility are not contradictory terms. There are large number of business experiences that we could describe as highly performing successful models on the
basis of competitive advantages and growth. The common denominator of these experiences is that business strategy and results have been built around this leadership practice which is focused on people growth and development. This practice eventually spreads to the entire organization and shapes its culture.

Furthermore, what makes those organizations different and provides them with a competitive edge is their culture. Systems, policies and procedures and management tools employed are bound together with a unique identity based upon the values and “personal” leadership style that frames them.

From a Business School’s educational perspective, the challenge resides on “how can we” contribute through our managerial programs in developing this new leadership style. We firmly believe that students and managers should demand more from educators and business trainers: Business programs should not only focus on showing new management tools and systems. In addition and above all, contents, teaching methodology and faculty should generate an environment where participants play a role in a business process, which allows them to experience and discover a new vision of the surrounding reality and, subsequently, makes them feel both responsible and proud of their achievements. By doing so, participants will be integrating within their learning process the roles and challenges of this leadership style as part of the everyday management problem handling.

As an institution of higher education involved in the development of current and future managers ISEAD is committed to progress in the implementation of the PRME Principles, starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

Best regards

F. Javier Rivera Latas
Presidente del Consejo Rector
ISEAD The World Leadership Online School

First launched Spanish Online School (2001) ISEAD The World LEADERSHIP ONLINE SCHOOL provides professional quality higher education to entrepreneurs in a Global Campus (sites in Madrid, Miami and Bogotá).

The Institution

ISEAD Business School is a “high performing” Business school associated to the Centro Universitario Villanueva chartered to the Universidad Complutense de Madrid. The school is supported by the Quality Certification ISO9001: 2008 awarded by ANAB (ANSI-ASQ National Accreditation Board). ISEAD is a member of Cladea, AACSB, BALAS, PRME and EDEN.

ISEAD Business School goal is to develop and provide higher education programs to managers, executives and Business professionals compatible with the highest intensive professional activity, through the use and application of the new technologies in communication and information (NTIC) and Internet (e-learning). ISEAD gathers experience and educational and content of (business) knowledge developed and lectured since 2001.
The School’s Principles

MISSION STATEMENT
ISEAD will provide individuals with a postgraduate education on management founded on the corner stones of having the person (human being) as the origin and focus of all business actions. These individuals are to be capable of contributing to make a marked or significant change in different economic sectors throughout the world, with their integrity, knowledge, leadership and professionalism. The aim of this achievement will be the harmonic and integrated development of society and wealth creation through the flourishing of entrepreneurship and business initiatives and the building of long term sustainable business models within a free enterprise environment and the generation of public policies that will further reinforce and promote these initiatives.

VISION STATEMENT
We will be a worldwide successful institution recognized by our graduates’ ethical behaviour, influence and capacity to build wealth and social responsibility wherever they operate.

SCHOOL VALUES

Enthusiasm: We are convinced of the importance of our actions and behaviour and believe in the necessity to overcome the challenges with joy, excitement and sensitivity.

Trust: We believe in Service as part of our professional standards. We maintain our compromise with truth and transparency and recognize mistakes as learning opportunities.

Respect: means listening, asking, valuing and giving an adequate response. Each and every task, contribution concerns and needs from others are equally important.
Challenging things as they are. Means questioning ourselves and going beyond the established bounds managing change and uncertainty. Our commitment with Continuous Improvement and Innovation requires that we are rigorous with the normalization of methods and procedures as basis for the permanent strive for new opportunities.

**Sharing:** We are a team oriented in searching, incorporating and homogenizing knowledge. We will share it proactively with no self restriction within the framework of our confidentiality policies.

**Results Oriented:** We are committed team of people aware of our strengths that, overcoming our individual weaknesses, are complementary to each other each of us contributing every day to reach our individual and collective objectives.
Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Our Mission Statement reflects the spirit of this principle. Furthermore, the School of Leadership and Social Transformation has been created upon this purpose. School goals strive to build capabilities on students in various parts of the world to generate wealth in their territories and sustainable value for their businesses.

ISEAD Alumni base is made of nearly 2000 managers, executives and entrepreneurs involved in their local communities. This reflects ISEAD vision of “being a successful worldwide institution recognized for the wide higher education business programs provided and for our graduates’ ethical behaviour and capacity to generate wealth and demonstrate social responsibility wherever they operate.”
Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Our Master in Leadership and Sustainable Development (MDL) program includes three subjects related to global social responsibility, which link directly with international initiatives such as the United Nations Global Compact.

**Corporate Social Responsibility** provides a view on the new trends in Social Responsibility understood as voluntarily adopting a management model of business relations with both internal and external counterparts (employees, suppliers, customers, shareholders, etc.) adding a third bottom line objective (social, environmental and financial) in the business policy, strategy and commercial operations.

**Public-Private Partnerships** course works the context of the new trends and opportunities provided by the recent Base of the Pyramid theory in relation to the more than 4K Million people living with less than 2 dollars a day, alliances with non traditional partners such as NGO’s, entrepreneurs, local leaders and Multilateral bodies, are of key importance.

**Stakeholders Approach** provides a perspective and tools to manage relationships with different interest groups with which a business is interrelated to (i.e. shareholders, employees, customers, suppliers, Public Administrations, local communities, NGO’s, media, etc.) in order to achieve strategic and operational value.
Our MBA programs include **On Site International Weeks** where specific focus is placed on Organizational Leadership, Transforming a Business Model and Strategy Implementation where these subjects are discussed in depth. Corporate Social Responsibility flows through the “backbone” of the programs.

It is fair to say that CSR is woven throughout the curriculum of all ISEAD programs.

Visit to a HUB in Madrid during an “on site” International week in November 2011.
Principle 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

ISEAD methodology combines continued student progress in understanding the program technical content with the development of managerial skills and strategic thinking, through an intensive participating teaching and learning method.

ISEAD promotes high interaction amongst participants from different countries and cultures. Trainers and students are connected in real time. Teaching system breaks barriers that recently hindered or precluded the transfer of practical knowledge across professionals in different geographies. Online interaction makes students feel less inhibited than in a classroom context, and promotes greater involvement and higher exchange of experiences and views.

Expanding physical barriers

ISEAD provides Management Master Programs to more than 500 students coming from 50 countries every year. Students have a management profile with an average working experience of over 5 years.

Increasing market demand has driven ISEAD to develop a Global Campus with offices in Madrid, Miami and Bogotá. Integrated On Line education service provided with the following features:

• Highly qualified and experienced professors with active and direct dedication in class and forum lecturing..
• Full time dedicated professionals in providing a good education service, content creation and development of an e-learning platform.
• Maximized education efficacy by having 100% of educational material fully centralized and accessible On-line.
• In house personalized environment with fully owned online technology.
• Fully owned IT architecture and servers.
• Guaranteed 24 hours a day, 7 days a week in Madrid.
Methodology
Program methodology used is the case method with a strong and dynamic interactive presence of each professor.

Total online program education provided on master programs amounts to 330,000 student hours.

Facilities
The ISEAD Digital Library provides a single public search interface for ISEAD students and professors for searching ISEAD institutional library and third party libraries to review documents, in order to complement their studies, work on the Final Postgraduate Project (Business plan), and/or make research in their studies areas.

With this library ISEAD presents a unique opportunity to be on the leading edge in the development of digital tools that will give all users the resources they need to thrive in an information economy. ISEAD will become a leader in research, education and community economic development and will transform how Master students learn, grow, conduct their business and interact with one another.
Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

ISEAD is strongly concerned about wealth creation and this is reflected in the pioneering work on the development of the Master in Leadership and Sustainable Development (MDL).

Program Objective

The objective of the Master is:

- Assist managers and local government technical staff to obtain practical knowledge and skills to face the ever changing and complex challenges for achieving a sustainable development, in both in rural and suburban areas. Those individuals should learn how to apply managerial and technical methods with the aim of serving the community, while creating wealth and employment.
- Assist professionals achieve an integrated and global vision through the knowledge and understanding of the European and international framework.
- Educate and develop entrepreneurial professionals and managers with initiative in the understanding of the holistic approach to development from the view of the real potential of the local territory.

Students work in different geographies and in different environments and keep specifically interested on how to apply the learning to their specific situation. Through the courses’ participation questions courses are provided with a practical evaluation guide that helps participants think and work the key concepts of each class in their own perspective or Business. Questions move the debate from a theoretical environment to their own background or business experience.

ISEAD provides a business education intended to promote social transformation in the fields of influence where our students work. Thus, one of the key components of student education in the Master in Leadership and Local Development consists in the design of Development Projects which often renders a strong impact in the social and economic progress of the communities where these students operate.
As an example, former graduate Edwing Ludgardo Molina Pérez from El Salvador has started off a project around the tropical American tree “Myroxylon Balsamum”, trying to increase the forest lumber production and its derivative products in five municipalities in La Cordillera del Balsamo, in El Salvador. The project has been financed by the Multilateral Investment Fund, as part of the Inter-American Development Bank (IDB) Group.

Likewise Luis Fernando Espitia, started off a project in Fuentedeoro, Meta, Colombia. His project around “the improvement of plantain (Musa AAB Hartón) productivity” has been financed by European Union and the Colombian President’s Office for Social Action and International Cooperation.
Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Most of ISEAD Faculty members hold management positions in national and international corporations and provide through a 360º feedback, learning from experience obtained at work to school, and new academic approaches received in school to work, exploring new ways to meet social and environmental responsibilities.

Quality of training and education at ISEAD is based on Faculty quality. Faculty members meet the following criteria:

a) Open mindedness on the areas of knowledge taught, proven experience and excellent teaching skills to convey knowledge and encourage participation.

b) Methodological flexibility and skills in managing technical resources.

c) High sensitiveness to expectations from students which delivers an outstanding level of student satisfaction.

ISEAD faculty has at least five years of full time business experience. In addition, ISEAD continues to incorporate new faculty members from different countries searching for wider international backgrounds.
Principle 6

Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Since June 2011 ISEAD is developing a joint program with IBEREMPRENDE, a non profit institution that promotes the entrepreneurial spirit and the business culture all around Latin America.

Examples of these include the following:

- Business at the Bottom of the pyramid: Trends on social initiatives and public aid to promote development. Madrid, Julio 7, 2011
- Opportunities for the majority: Business at the Bottom of the pyramid. Madrid, October 5-6, 2011
- Promoting the private sector as a key driver for development. Madrid, January 25, 2012
## ISEAD Business School

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