32 years ago, INALDE was founded to face the challenge of educating integral managers in the Colombian context, betting for a better future for the country through the competitiveness of its companies. Since 1985, INALDE Business School exerts this leadership role not only for the academic quality of our programs, but also for the values taught to our students as transformational agents of our society.

Nowadays, managers must understand that without results there is not organizational continuity, but that results cannot be measured only from an economic perspective; the environment, society, families and people are non-negotiable. We believe that people make organizations and they should not be conceived merely as tools or equations; they are humans with ethical integrity, capabilities and limitations. A businessman must be productive, efficient but also spiritual, intellectual, familiar and social; he must think in a structured way with criteria.

With that vision, INALDE Business School through its programs, is committed with Ethics and Social Responsibility. We want to imprint social awareness among our students. For these reasons, we are proud to be committed to the PRME.

By issuing this SIP 2018 Report, we are renewing this commitment with the six principles for responsible management education. We want to share our experience in educating managers with a humanistic vision of organizations; but additionally, we would like to share and learn from the experience of other schools in topics such as human rights, anticorruption practices, social responsibility and environmental care. Colombia is on its way to achieve social peace, and for this reason, INALDE as a business school, must work harder for our students to be prepared to react against the damage of war, corruption and social exclusion.

LUIS FERNANDO JARAMILLO CARLING
DEAN, INALDE Business School
**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.

INALDE’S commitment for social responsibility and for the development of human dignity is reflected in its missional frameworks:

**MISSION:** “Educate people who have vocation as directors in ethical leadership, entrepreneurship, and negotiation, through a participant centered methodology and a humanistic view of companies.”

**VISION:** “Be the reference for the improvement of organizational management in Colombia”

The above means that INALDE wants to be the reference in Colombia for:

- An education focused on using the case method and the anthropological view of business education.
- Intellectual contributions through research centers.
- Education on ethics, company-family-society balance, family business, entrepreneurship, innovation, business policy and governance.

**VALUES:** Integrity, Spirit of Service and Collegiality.

**LIFELONG EDUCATION**

The Executive MBA and the Executive Education programs offered are designed for the integral development of the students. INALDE seeks that Colombian business leaders take a proactive approach to sustainability in the different sectors they work for. INALDE offers lifelong learning with programs designed for the different stages of professional life. Additionally, Alumni’s continuity sessions that are often focused on issues related with ethics and social responsibility, bring graduates, faculty members and special guests, to share experiences and generate new learning.
ACHIEVEMENTS

PROA

In order to strengthen the participant centered methodology that INALDE follows, the academic direction designed a personalized accompaniment process for students called PROA. The PROA is an INALDE alumni that is assigned to a group of students to be their liaison with the school and help them through the program having lived the experience and knowing how it affects the day by day life.

PROA help students to reach their personal and professional goals. In consequence, students can get an integral human development. PROA wants students to discover new horizons that motivate them to undertake personal improvement.

PROA uses techniques such as coaching, mentoring and 720º evaluations.

LIFE PROJECT

This is an exercise in which students go on a weekend trip to a quiet place whose environment is perfect for reflection. They have to think about their life, their professional and personal goals, their values, fears and motivators and with that develop different activities that will help them know themselves better and consider a good path for their future, learning how to balance the various dimensions of life.

INDOOR & OUTDOOR EXERCISES

During the program, students face two complete days of Indoor & Outdoor exercises. During these activities students are set in an environment that requires them to cooperate, work in teams and develop empathy towards others in order to achieve the proposed activities. Using gamification, the dynamics of these days are developed in a way that are fun to conduct and that students face without thinking in an academic context. Once concluded they get feedback from expert coaches.
**Principle 2 Values:** We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

**CURRICULAR FOCUS ON THE IMPORTANCE OF HUMAN BEING IN ORGANIZATIONS**

The Executive MBA and the different Executive Education programs include the anthropological focus of companies as a transversal concept that is emphasized in all the courses that each program has. Regardless of the academic area content, each discipline must develop classes under an ethical conception. INALDE conceives companies not only as entities that produce goods and profit. Companies are also the place where people interact and develop tasks to reach specific objectives. There, the work of a person impacts the other, and in that way, an organization impacts families and society. For this reason, INALDE’S programs are focused on the respect of human dignity and the development of values.

**AREAS OF DEVELOPMENT**

In addition to the transversal ethical conception applied in all the signatures, each program has two academic areas, Management of People in Organizations (DPO) and Business Policy, which are focused exclusively in Ethics, Human Rights, Corporate Governance and Social Responsibility. Also, there are some elective courses related with social responsibility.

On the other hand, INALDE believes that entrepreneurship is the key tool for country progress. For that reason, the MBA curricula includes the subject of New Business Ventures (NAVES). In this course, students learn the importance of developing new companies, so as to create jobs and improve economy. At the end
of the course, students are required to present a business plan, from which, 18% become real and successful (Updated Feb 2018).

INALDE offers to MBA students a list of elective courses related with responsible businesses. Elective classes offered the past two years included:


Some specific subjects are set to incorporate contents closely related to sustainability and social responsibility, such as the mandatory Business Ethics course included in the DPO line, where students are confronted with cases where directors face ethical dilemmas, and for example the 2016-2018 and some previous ones were offered the elective course “Sustainability as a megatrend to compete”, highlighting the competitive advantage that can be found in sustainability in a more transparent and accountable business world.

AOL

The focus on human being is reflected in the MBA learning goals. These goals were defined at the end of 2014, inside of the Assurance of Learning (AOL) process. Due INALDE is pursuing AACSB Accreditation, the need of measuring that students are learning effectively, is now one of the most important objectives that INALDE has. The MBA learning goals defined are:

- Managerial problem solving.
- Ethical Leadership.
- Entrepreneurship.
- Negotiation.

As can be seen, three learning goals are directly related to the social responsibility approach that INALDE promotes. Through the development of the AOL process, in the second evaluation, faculty found that students meet in 83% the objective of ethical leadership. Students demonstrate they have learnt about the prudence in decision making, the awareness of common good, the sense of responsibility for consequences, and the importance of being a good example. Furthermore, a survey applied to MBA students showed that they feel better prepared to deal with CSR and ethical dilemmas due the curricular content and focus that classes have.
INTERNATIONAL WEEK:

Executive MBA includes an International Week at IPADE (Mexico), IESE (New York) & Harvard (Boston), Stanford (Silicon Valley) or CEIBS (China). Participants can choose which school to attend classes with international faculty. This allows students to be in touch with a global context and different cultures and to respect the values and customs of other societies. Recently the 2017 week at IPADE was particularly focused on sustainability, namely as it was about “Entrepreneurial solutions to poverty”.

This proves INALDE Business School is fulfilling the goal of educate managers under the perspective of human dignity and social concern.
**Principle 3 Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

INALDE enables effective learning experiences through cases. This is a practice-oriented approach that help students learn from different experiences, as they develop managerial skills. The case methodology is combined with projects, simulations, roleplay workshops and outdoor activities. However, as said before, INALDE seek that students act prudently in each of the learning activities developed.

**ACHIEVEMENTS**

Every year faculty is trained in anthropologic contents to be able to adequately transfer ethics and the importance of the common good in all disciplines.

Some recent cases produced in INALDE that encompass Social Responsibility and Sustainability are:

- **PADESI: Responsibly Mining** by Ernesto Barrera Duque, Emmanuel Raufflet, Charles Alberto Muller and Thomas Dutil
- **An uncomfortable board member: the case of Interbolsa Holding** by Rolando Roncancio Rachid.
- **AlasCinco: a seed born from scandal** by Rolando Roncancio Rachid
- **Continental Gold: Negotiating the collective agreement** by Alejandro Moreno Salamanca and Andres Bonilla (MBA Alumni)

As an example, **PADESI: Responsibly Mining** was written as a two-year report of closely working with a social project of Canadian funding in the Boyacá department in Colombia. Together, INALDE and Hec Montreal worked closely in developing the case as a teaching framework on lessons learned for future project leaders to make the most out of international cooperation opportunities for social development. One of the beauties of these case was that it made the authors immerse into the issues, with real and permanent field work.
**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.

INALDE is committed with rigorous research that underlies all the learning processes and activities. The school has four formal groups recognized for the National Institute for Science, and development, COLCIENCIAS. One of the groups, the Center for Research, Culture, Work and Care, aims to deepen the knowledge related with human behavior, ethics and CSR. However, the other three research groups, Strategic Marketing, Family Business, and Entrepreneurship & Innovation have publications related with sustainability.

**ACHIEVEMENTS**

**ARTICLES IN PEER REVIEWED JOURNALS**


**BOOKS AND BOOK CHAPTERS:**

- *Corporate Social Responsibility.* Ed. Pearson. y Emmanuel Raufflet, José-Félix Lozano Aguilar, Ernesto Barrera Duque, Consuelo García de la Torre
- *The human side of sustainability.* By Sandra Idrovo and Carolina Torres
- *Virtues and Principles in Managing People in the Organization* in the book *Handbook of Virtue Ethics in Business and Management* by Alejandro Moreno
**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.

Since its foundation INALDE has strong links with companies and business community. The school interacts with senior managers through faculty research, cases, research centers, forums, executive education programs and consultancy. The input from the business world impacts the government of the school, the strategic development, the research and the learning experience of students.

**ACHIEVEMENTS**

**INTERNATIONAL ADVISORY COMMITTEE**

Created in 1990, is a joint international business schools committee with the purpose of obtaining advice concerning INALDE’S development, to consolidate the school’s academic offerings and map out the future of the school, within a global businesses environment. Members are: Richard Vietor, Harvard Business School, Carl Kester, Harvard Business School, Vicente Font, IESE Business School, and Rafael Gomez Nava, IPADE Business School.

**BUSINESS ADVISORY COMMITTEE**

It is integrated with CEOs of companies with the purpose of giving INALDE guidance about more sensitive topics of study and research of the entrepreneurial world.

**CURRICULAR COMMITTEE**

The main purpose is to receive feedback about the needs that business market has, and in that way, identify the strengths and weaknesses of the MBA curricula. It takes place once a year. The members are: the MBA Director, the Curricular and AOL Director, a headhunter, a graduate, an employer and a current student.
CEDIT.

INALDE has created the Center for Human Talent Direction studies. The idea of this center is to permanently be in touch with human resource managers in order to get clear feedback of companies of where our impact is being noticed and which topics should be addressed more in our programs, research, etc.

Through 2016-2018 the CEDIT has performed 3 forums to meet with human resource managers, while also exercising change through its advisory committee, where known for good practice companies are invited to share their progress in innovative HR practices with us and its peers in other companies.

RESEARCH PARTNERSHIPS

During the last two years INALDE has been in partnerships with diverse institutions to produce research related to sustainability matters. Some examples are the case PADESI: Responsible Mining with collaboration of Hec Montreal and Socodevi, one of Canada’s most important cooperation agencies. Together with Corporacion Insitu and the Suizagua, the Swiss agency for water, a case about Yaku, a video game to teach on best practices in water source management and care is being written.
**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.

INALDE promotes the dialogue between companies, government and the academia, through conferences, meetings, research work and events, and specially though important publication in specialized media in Colombia, which has dramatically increased during the last couple of years.

Articles of INALDE in Sustainability and Social Responsibility have been published in diverse outlets:

- Revista Dinero
- Diario Portafolio
- Revista Mision Pyme
- Revista Responsabilidad Social
- Revista la Nota Economica

To complement these outlets, INALDE has dedicated its 44 edition of INALDE Magazine to sustainability as the new corporate governance paradigm. Some articles in these issues are:

- Sustainability: a model for corporate decision making.
- Transparency: sustainability motor for companies and directors.
- The profitability of sustainability.
- Happiness and good humor in the company.
- Transforming companies through crisis
- Robert Kiyosaki: Myths and truths to understand true success
- Technological platforms: sustainability axis in our days.
- Sustainability in the Colombian global context.
INALDE has widely supported social activities with our surrounding communities. In December 2017 we had the opportunity to interact with the community of Gachancipá a small town close to campus, where diverse activities were held with vulnerable communities. Through donations and participation in the activities not only some of our employees were there, but many students participated in this enrichening experience. During the years other activities involving geriatric houses close to campus have been recurrent. In these our students can, together with their families, interact with their environment to really understand the importance of their responsibility as business leaders.
**FUTURE PERSPECTIVES & COMMITMENTS**

**Principle 1**

1. We will develop a stand-alone strategy for CSR and Sustainability matters.

**Principle 2**

1. We will map our curricula to the global compact goals in order to evaluate where synergistic improvements can be made.
2. We will hold regular meetings with all the institution's personnel to show our CSR Sustainability projects and impacts.

**Principle 3**

We will continue developing cases and technical notes as our core method to produce pedagogical tools relevant to our stakeholders for portraying CSR and sustainability good practices and decisions.

**Principle 4**

1. We are focusing on the role of the university as an institution in building sustainable business ecosystems. We will produce research papers on the matter.
2. Sustainability as a tool for competitiveness will be a research topic in our further research efforts.

**Principle 5**

We will expand the CEDIT to Medellin.
We will collaborate though CEDIT with other schools in our network.

**Principle 6**

We will allocate budget to further held & attend conferences related to CSR and Sustainability.
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www.inalde.edu.co