Sharing Information on Progress 2012

EGADE Business School

Tecnológico de Monterrey

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Renewal of the commitment to PRME
EGADE Business School

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As an institution committed to the Principles for Responsible Management Education, it is a pleasure to submit our second “Sharing Information on Progress” report 2011-2012.

EGADE Business School of the Tecnológico de Monterrey continues the implementation of these principles into our institutional values, curricula, research, methodologies and teaching. Our commitment as educators is to prepare future business leaders with the character, knowledge and management skills to meet the challenges of global business and the social demands of this new century.

In this opportunity, it is our desire to renew our commitment to PRME initiative and to encourage other institutions of higher education, students, and the general community to support the recommendations made by these principles.

We will continue to look for new opportunities to keep improving our participation according to the Principles for Responsible Management Education.

I am thankful to all our academic community who had worked hard to strengthen our commitment to PRME in our everyday tasks and in our community involvement.

Cordially yours,

[Signature]

Maria de Lourdes Dieck Assad, Ph.D.
President
EGADE Business School
Tecnológico de Monterrey
EGADE Business School, the graduate business school of the Tecnológico de Monterrey, is recognized in Mexico and Latin America for developing entrepreneurial leaders with a humanistic outlook and a global vision.

EGADE Business School has become the leading graduate business school in Latin America. Present in two world-class cities, Mexico City and Monterrey, the school has built a solid reputation based on its innovative educational model, its teaching and research achievements and the global character of its academic programs.

Today EGADE Business School offers 11 Graduate Business Programs among which are the Master in Business Administration (MBA) programs for experienced executives and top managers; Master with Specializations and Doctoral Programs. These programs are complemented by the options of dual-degrees and alternatives for elective courses with more than 85 international universities and business schools, as well as specialization certifications by highly recognized business associations and international academies. Also, the academic curricula at EGADE Business School make a strong emphasis on models for sustainable leadership and social responsibility, which are fundamental approaches in the institution.

In addition, EGADE Business School is known for its Executive Education Programs for decision makers, business consultants and owners of family businesses.

EGADE Business School was one of the first signatories’ universities to United Nations Principles for Responsible Management Education. It is a pleasure to present our Sharing on Information Progress Report 2012 and enforce our commitment to UN PRME each year.
Principles for a Responsible Management Education

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.
We at EGADE Business School have incorporated in all the curricula.

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.

Principle 3: Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

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.

Principle 6: Dialogue:
We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.
Introduction

EGADE Business School has been working on the development of students with human value and an ethical perspective. UN PRME has been a guide to fulfill our objectives, mission and vision.

In this report, we present our advances in the fulfillment of UN PRME through research projects, academic activities, the development of new educational framework and teaching materials, and our partnerships and dialogue with important actors such as government, business sector and non-governmental organizations. Our objective is to promote responsible management principles in management and spread the knowledge on different society spheres.

We have been working altogether with governmental institutions such as the Secretary of Social Development in Nuevo León (SEDESOL); small, medium and big enterprises and non-governmental organizations (ONG’s).

In our last Communication in Progress Report, we introduced our Center for the Integration of Economic and Social Value (CIVES), which has an important role on transforming our university into one of the most standing institutions in Latin America regarding to CSR (Corporate Social Responsibility) issues and sustainability issues.

This Center is on charge of the development and transference of knowledge for the creation of economic and social value through research, education and social programs. It was created in 2009 with the sponsorship of FEMSA and the support of the Social Enterprise Knowledge Network (SEKN). CIVES always promote the linkage between the academia, business sector, government and non-governmental organizations through the development of joint projects.

The Humanistic and Management in Organizations Research Chair is another important actor at EGADE Business School which main objective is to study, understand and provide management mechanisms or models in order to improve the social, economic and environmental conditions of the communities and countries where businesses are embedded.
EGADE Business School, the Center for the Integration of Economic and Social Value (CIVES) and the Humanistic and Management in Organizations Research Chair have been working altogether to develop and improve the responsible management principles and its practice through a wide variety of activities, programs and initiatives. We will discuss this in detail through the present report.
Regarding Principle 1 and 2:

EGADE Business School still counts with the participation of an Ethics Committee made up of five academia members who make decisions regarding to the content of ethical, corporate social responsibility and environmental courses. Also, this Committee is in charge of training other academia members concerning this matter, and planning conferences and events, among other responsibilities.

The course Business Policy, Ethics, Corporate Social Responsibility and Sustainability continues to be part of all our postgraduate programs (master degrees and PhD degrees). The overall objective of this course is to integrate an ethical and social responsible reasoning in executive’s decision making. The methodology of this course is to act as a learning community, in which each class member has to actively participate and provide their opinions and knowledge to the group. Main activities at this course are solving case studies and ethical dilemmas, plus active participation at group discussions. The main subjects of this course are corporate social responsibility, individual and organizational ethics, corporate social responsibility applied to all business functional areas, sustainable behavior in organizations and new trends in the study of CSR.

At the end of this course, all students are expected to be able to identify and solve ethical dilemmas through an ethical and social reasoning. Also, all the students are asked to fill a Learning Objectives Assessment Rubric, which objective is to generate a self-evaluation of the student regarding to his comprehension of the course contents and its implementation into the professional practice. This assessment rubric consists in three main areas: 1) ability to identify all of the interested stakeholders in a decision making process, 2) ability to analyze and make decisions for ethical problems in business work and 3) ability to recognize social responsibility issues and the social impact of business decisions. This Learning Objectives Assessment Rubric has been implemented since 2009; nowadays is taking course an investigation about the results and advances achieved in the last 4 years.
The course Business Policy, Ethics, Corporate Social Responsibility and Sustainability is constantly being redesigned to be updated into the new world challenges in human and responsible management issues.

At the same time, EGADE Business School is still implementing its Sustainable Campus program, which includes activities as recycling, water saving mechanisms and other environmentally friendly behaviors. The overall objective is to reinforce a sustainable development perspective in all our students, academia members and staff.
Regarding Principle 3 and 4:

Regarding principle 3 about the method and educational materials to support the responsible management education, an important achievement was the publication of a book about corporate social responsibility in 2012.

This book was elaborated by academia members from EGADE Business School in collaboration with other Latin American authors and it was published by Pearson Mexico in 2012. The book “Responsabilidad Social Empresarial” has been used as textbook for the course Business Policy, Ethics, Corporate Social Responsibility and Sustainability at EGADE Business School and also at other Latin American universities. Good results had been achieved since the implementation of this book because it integrates real business cases from countries such as Mexico, Colombia and Brazil; this case method allows students to apply theoretical concepts into real case studies in their daily life as business executives and facilitate their effective learning in responsible management.

Among other activities regarding principle 3, EGADE Business School, members of CIVES, the network SEKN and members of the Humanistic and Management in Organizations Research Chair have been producing educational material as case studies.

One of these cases is called “IPODERAC: Finding the Path Towards Sustainability” and is about the Rehabilitation Institute of Puebla Civil Association (IPODERAC) and its efforts to achieve self-sustainability as a non-governmental organization.

Another study case is called “Coca-Cola FEMSA’s Contribution to Peace” and explores how Coca-Cola FEMSA – FEMSA is a Mexican company which acquired 100% of the shares of the largest franchiser of Coca-Cola in Latin America – supported a peaceful disarmament process of Colombian armed groups alongside the Colombian Government. This disarmament process consists in offering these demobilized combatants different alternatives for social reintegration. Coca-Cola FEMSA collaborates with the Colombian Government in this process through different
initiatives in its sustainability strategy, and it not only includes former combatants, but also actual soldiers, victims and general public affected by this situation.

Regarding principle 4 about conceptual and empirical research, a Mexican study case included in the book “Responsabilidad Social Empresarial” was elaborated by researchers from the Humanistic and Management in Organizations Research Chair. This study case is about an ethical dilemma respecting convenience stores and the insecurity situation at the northern city Monterrey, Nuevo León, Mexico.

On the other hand, during 2012, the Center CIVES and students from the PhD in Management Sciences at EGADe Business School published an article about the creation of integrated value in business. According to this paper, this integrated value is constituted by the creation of economic and social value by organizations.
Regarding Principle 5 and 6:

Regarding our collaboration and dialogue, EGADE Business School has been collaborating with actors such as the government, the business sector and the third sector. EGADE Business School has been spreading constant knowledge about sustainability, ethics and corporate social responsibility through different trainings, courses, certifications, opinion articles, conferences and lectures.

**BUSINESS SECTOR:**

For the private sector, seminars and certifications about inclusive business and sustainability strategic management were offered. Other events such as conferences about social responsibility and trainings in transversal ethics were also given to enterprises. Moreover, some companies were counseled in topics such as organizational image perception and gender equity through diagnoses, recommendations and strategies’ implementation.

EGADE Business School development during the years 2011 and 2012 a training program that included a CSR course Gruma executives preferred customers throughout the Mexican republic.

**SPECIAL PROJECTS FOR BUSINESS SECTOR:**

**MOPSE Project**

During 2012, EGADE Business School contributed with the “MOPSE project” in the *Inspirational Guide for the Implementation of PRME*. In this guide, the reader can find a complete presentation of the actions and results derived from this project. For further information, please visit: [http://www.gseresearch.com/pages/prme.aspx](http://www.gseresearch.com/pages/prme.aspx).

In EGADE, we believe that the Principles of PRME regard not just with ethical behavior, but also with better performance for the firms. In this sense, Humanistic and Management in Organizations Research Chair has a model called “The five dimensional model of sustainability for firms “(MOPSE as its Spanish acronym). MOPSE is based on a well-developed theoretical framework about the concept of entrepreneurial
sustainability and it includes transversely the values proposed by PRME. MOPSE is a model oriented to small and medium-sized enterprises (SMEs) in Mexico. This type of enterprises faces great challenges in its first years of existence, as a matter of fact; the lifespan of an SME in Mexico is three years. MOPSE is an integral model that allows these enterprises to achieve sustainability.

Therefore MOPSE not only takes into account the triple bottom line (economic, social and environmental), but also the inclusion of the different stakeholders of a company through transparency and accountability of their daily actions. This model is a five-dimensional analytical diagram that starts diagnosing the total management of companies, moving on to competitiveness, analyzing firm relationships and its impacts; and ending with the evaluation of its transparency and communication to different stakeholders. Consequently this model will allow Mexican SMEs to focus on the improvement of certain areas and achieve entrepreneurial sustainability.

On the other hand, the model also allows students to review transversely PRME principles at different organization levels: Individual, group and organizational, and think over the impacts that may be generated from these actions.

At this time the developer team of MOPSE is engaged in a multi-regional research agreement with several universities in Mexico (UNAM, U.Veracruzana, U. de Occidente, U de Chihuahua, U. Baja California and EGADE BS) and in Colombia, Perú as well as in Trinidad and Tobago.

For 2012 “MOPSE project” completed the data collection process and now it is working on the elaboration of a book about the results and data analysis of this research project.
**PROJECT FOR THE PROMOTION OF RESPONSIBLE AND SUSTAINABLE BUSINESS PRACTICES THROUGH BUSINESS EDUCATION/ TEACHING MODULE ON “THE LABOUR DIMENSION OF CSR: FROM PRINCIPLES TO PRACTICE”**

As part of the ILO Business School Network for the Promotion of Responsible and Sustainable Business Practices through Business Education, this project consisted in the design and elaboration of a course in collaboration with the International Labour Organization, CReSV Buconni University (Italy), professor Stefano Pogutz; Lignan (University) College, Sun Yat- Sen University (China) professor Xiaohui Wang; and EGADE Business School (Mexico) professor Consuelo Garcia de la Torre.

This course is called “The labour dimension of corporate social responsibility: From principles to practice” and is divided in the following four modules:

- **Module 1.** Introduction to CSR. The social and labour perspectives
- **Module 2.** Building partnerships at the workplace through social dialogue
- **Module 3.** Eliminating forced and child labour at the Workplace
- **Module 4.** Promoting equality and diversity at the workplace

The course is oriented and available to enterprises, entrepreneurs and general public interested in these issues. The purpose of this course is to present a rich blend of knowledge and experience over the labor issue in corporate social responsibility.

The project was completed in January 2012 and it will soon available for the offer in the entire world and online too.
**MOMENTUM PROJECT**

Among some other special projects started this year, it is the project called “Momentum Project”, which is an initiative created by BBVA and ESADE oriented to promote the social entrepreneurship. Originally, this project started being implemented in Spain, now there is a Mexican edition, which is led by the alliance of BBVA Bancomer, EGADE Business School and New Ventures Mexico. The main purposes of the project are the development of a program to increase the impact of social enterprises and the creation of a supportive ecosystem for the social entrepreneur. The first phase of this project at Mexico resulted in the call of social enterprises around the country selecting 10 out of 100 social enterprises at the end of the process. As a second phase, during 2013, these 10 companies will receive training, an acceleration process of their businesses, and the opportunity to obtain financing from BBVA Bancomer. For further information about “Momentum Project”: [http://momentum-project.org/](http://momentum-project.org/).

**IRENE SEE**

During 2011, EGADE Business School established an alliance between CIVES and the International Research Network on Social Economic Empowerment (IRENE SEE) which main purposes are to: 1) create social empowerment through business solutions to social problems, 2) give scholarships to doctorate students who focus in this topic and 3) to study the long term viability, usefulness and effects of social and economic empowerment in Africa and Latin America. We promote the research and diffusion of knowledge in CSR issues and social business through this alliance.

As part of the activities and projects of IRENE SEE during 2012, CIVES and EGADE Business School received the visit of the Coordinators of the Network Dr. Stephan Jansen and Lisa Hanley.
NON-GOVERNMENTAL SECTOR:

During 2012, EGADE Business School has been also collaborating with the Secretary of Social Development in Nuevo León (SEDESOL) to support the professional development of Mexican non-governmental organizations registered at SEDESOL. This process was organized through trainings, seminars, conferences and courses about topics such as inclusive business, strategic management of sustainability, transversal ethics and social responsibility to different ONG’s registered in this governmental institution. These activities with NGO’s were performed by professors from EGADE and other universities.

Jointly with master’s students, sustainability projects were elaborated in different companies and non-governmental organizations. These projects handled issues as creation of suppliers’ loyalty through a social intervention model, environmental sustainability and market development strategies. Also, several study cases have been elaborated since 2009 as a result of the course Business Policy, Ethics, Corporate Social Responsibility and Sustainability. All master students who take this course are expected to develop a real study case involving an ethical dilemma related to enterprises or non-governmental organizations in sustainable and corporate social responsibility approaches. These projects are a real challenge for students who have to apply the theoretical concepts to real study cases to propose solutions based on ethical and responsible values.
OBJECTIVES FOR 2013

Some of our objectives for 2013 are:

Research area:

- Publication of more study cases related to sustainability issues.
- Publication of a casebook from study cases developed by students who took the Business Policy, Ethics, Corporate Social Responsibility and Sustainability course. First phases of this process are the selection and evaluation of each study case according to its relevance degree.
- Publication of a monthly article in specialized sustainability media.
- Research about ethic students assessment in three year last

Executive training and diffusion:

- Development and delivery of more courses from EGADE professors to non-profitable organizations.
- Development and implementation of more courses oriented to NGO’s.
- Generation of a biannual forum related to sustainability issues.