



UNIVERSIDAD AUSTRAL

Principles for Responsible Management Education

PRME Principles for Responsible
Management Education



Introduction letter from
Marcelo Paladino, Dean,
IAE Business School

Like any other activity, the success of management ultimately hinges on the individual's professional and human values. In other words, the value of a company reflects the qualities of its leaders. Fully aware of this fact, **IAE Business School** focuses its academic offerings on the challenges faced by men and women in business that have to work and compete in Latin America and the world today and in the future. The constantly-changing societal and business environment is a challenge for them as it is for Business Schools.

The need to permanently adapt to new and demanding situations requires from future leaders skills more than knowledge, and the development of personal and social capabilities. **IAE** aims at educating and shaping leaders who are not only able to be effective and perform well on strategy and finance: our graduates are expected to perform high on knowing what is right and what is wrong, on how to make good decisions, including the ethical, environmental, social and human rights aspects, transforming management practice into a personal growth opportunity. Ultimately, **IAE** offers a new vision of business, enriching the path to efficiency with a commitment to advancing social development.

Among other examples, **IAE** has integrated social citizenship and ethical behavior aspects into its open enrolment programs as well as it collaborates with business public and civil society organizations to educate their leaders. **IAE's** Center for Government, Business, Society and Economy drives cross-sector collaborations to promote and develop social capital, improving public policies and governance practices. Whereas the Center for Governance and Transparency's mission is to enhance good business practices in Argentina and Latin America through research, teaching and supporting business in its many challenges. Both Centers are important drivers for implementing PRME values and principles.

Thus **IAE** embraces the 6 principles of PRME not because they are "nice to have" but in the understanding that they are an essential part of successful and responsible business practice, while thriving to further integrate them throughout our programs and the organization.



MARCELO PALADINO
Dean, IAE Business School

PRME's Six Principles and Their Implementation at IAE Business School



The School's mission includes an explicit commitment to ethically and socially responsible behaviour in the management profession. All activities at **IAE** are conducted with the human being at the core of the business community and economic activity. Thus, the implementation of the PRME principles in our institution is based on solid ground. The School's mission sets its main focus on the impact the businessman as a person can make in society: "To contribute to knowledge development and personal growth of business men and women, strengthening their managerial skills as well as the human virtues required for management." The mission statement was developed through the interaction of the School's founders with a group of managers in the late 70s. Because it is foundational, it describes the essence of the School's spirit, and has not changed since then. For **IAE**, the vision is the guide towards the implementation of the mission. As such, it defines what the School aims to become in the next years.

IAE aspires to be a business school in Latin America known for its leadership in:

- **The fostering** of development and integration, on a local and regional basis in a global context.
- **The knowledge and expertise** in emerging economies, focused on Latin America.
- **The responsibility** to offer service to all global and regional companies.
- **The flexibility** to develop cooperation projects with companies and other institutions.
- **The rigor and relevance** of its research and the quality of its teaching, both with a humanist focus.
- **The intensity** of its bond with companies and alumni.
- **The service, warmth and special dedication** offered by the entire institution.

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.

Strategy

IAE Business School has been known for the way it emphasizes ethics at times when business organizations seemed to claim a right to be exempt from moral values. The School imparts education as well as promotes and sustains actions that respond to real needs of the business community and consequently to society as a whole. Its position within the community is dependent on the continuation and constant improvement of the School's multiple activities. The School places strong emphasis on social responsibility, which implies the capacity to decide, the development of skills for having access to resources that make decision and action possible as well as to account for one's own decisions and actions.

Particularly in the MBA program, the school is training future managers and aims at preparing them to understand how their activity impacts upon broader social issues, and how they become social leaders with a key role in future decisions and social configurations. Emerging countries are complex societies and require a particular understanding in order to run business with integrity and transparency. Latin American managers have to do business in a social environment with poor legal systems, weak institutions and underdeveloped governance systems, which leads to high levels of corruption. Therefore, ethics should be at the heart of any program that trains regional managers.

Achievements

Personal and professional development is an integral part of the School's mission for which ethics and values are intrinsically embedded in the MBA program. Professors at **IAE** receive a constant training in ethics through the Anthropologic Education Department. As a result, the entire faculty at **IAE** is prepared to discuss the ethical issues that appear in the business situations they teach, independently from their discipline. This ensures that students learn ethics embedded in the daily decision-making process.



Participants at IAE are offered a series of courses on Corporate Social Responsibility and on companies' senior management responsibilities delivered by the Business, Society and Economics Area and the Business Policy Academic Area:

■ **Non-Market Strategies:** Companies need to be organized to improve competitiveness and in turn achieve social development. This is possible when social actors have properly defined roles and interact in coordination based on values with social relevance.

■ **Business, Society and Economics:** the course shows how business managers must broaden the vision of their tasks. From this perspective, it defines the responsibilities

they have, the decisions that are often influenced by the environment and how they can and should influence positively in their organizations and society while they see the cost and results entailed for society as a whole when businessmen don't act according to their role.

■ **Corporate Governance:** through this course students see that besides their functional role top managers are responsible for the organization's long term continuity.

As an extracurricular activity, programs offer a discussion on Social Responsibility in the Media with a panel made up by a Faculty member, prestigious politicians and representatives from the leading newspapers in the country.

The Regional Leadership Training was installed to give MBA students another opportunity to develop transformational leadership. Set as a simple corporate responsibility practice, they make contact with local leaders working in sustainable economies. This leads them to discover the cultural mind-set of the Latin American native, making them aware of the need for integration in the region, and of the importance of a greater participation in relations with the government. Additionally, it opens their minds towards a less traditional vision of their own careers. They travel to the north-west region of Argentina which allows students to see the implications of Andean livelihoods in the mountains of northwest Argentina and patterns of urban-rural interaction. Besides the program's objectives students collect and take goods for poor schools. Set as a

simple corporate responsibility practice, they make contact with local leaders working in sustainable economies to explore the core issues facing practitioners in these various communities. This enriching experience leads them to discover the cultural mind-set of different Latin American regions, making them aware of the need for integration, and of the importance of a greater participation of the government. Additionally, it opens their minds towards a less traditional vision of their own career.

The Social Field Work is a project where students work with an NGO (Non-Governmental Organization), or a Community Service organization by which they have a hands-on experience and apply business management skills to the distinctive setting of these institutions. This activity equips students with an understanding of the socio-economic context within which non-governmental organizations operate and train them in how to develop and manage a Project that will improve the life quality of an underserved community

Future Objectives

Continue integrating more ethical dilemmas and challenges in all specific courses, giving to the whole program a strong ethical character. Expanding Social Field Work to other realities during its different stages in order to integrate the social complexity to the FT MBA program and to its learning experience.

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.

Strategy

IAE programs and courses include ethics and the values of global social responsibility by offering instructional frameworks, materials and methodologies into the curricula. The school aims to inspire and enable effective learning for responsible leadership. They explore issues such as corruption, corporate responsibilities, individual versus societal interest and sustainability as they enable or hinder the creation of wealth and social transformation. Students also examine the achievement and challenges of multi-sector collaborations seeking significant social and environmental impact.



Achievements

All executive programs include at least four sessions on Corporate Social Responsibility, particular attention has been paid to governance and strategy issues by including stakeholder and trust theory within the Business Policy courses and risk management topics within Finance course. Another example is the most recent focused program launched “Good Practices in Business and Compliance”.

Additionally **IAE** pays special attention to entrepreneurship. Consistently with its mission of serving society the School contributes directly to the socio-economic development by boosting entrepreneurship through research and actions. The “entrepreneurial interest” network is developed internally among students, alumni, faculty and researchers, and externally among successful entrepreneurs, investors and representatives from academic institutions and organizations. The Entrepreneurship Center was set up in 1999 to encourage entrepreneurship management through which students have set up new businesses or brought existing start-up businesses to market. Through the Entrepreneurship capstone course in Master programs, students have the chance to develop professionalization and capacity to innovate in starting their own business. The NAVES contest aims to motivate, inspire and guide the new generation of entrepreneurs. In its first 10 years of existence, 600 business plans were received out of 2000 projects analyzed giving birth to more than 150 companies.

According to the 2009 report of the Global Entrepreneurship Monitor which investigates the entrepreneurial activity in the world, Argentina is ranked 17th among 54 countries included in the study, with an entrepreneurial activity rate of 14.7 percent. However, investment is low and there are few governmental incentives for start-up enterprises. A group of **IAE** Alumni and the Entrepreneurship Center created

the “Business Angels” club. This initiative aims at enhancing a new generation of entrepreneurs, companies and investors committed to ethics, social responsibility, creating jobs and new opportunities business, maximizing the intellectual capital of the country.

Business Schools’ training programs for current and future leaders have been very much geared to the private sector. The cultural differences between the private and the public sector hindered the idea that the same sort of training could fit the public sector’s needs. **IAE** has taken the challenge of contributing to build cooperative ties between the public and the private sectors. In 2001, the GESE Center – the Government, Business, Society Center was founded with the aim of contributing to social capital development, improving public policies and government practices, strengthening business and, thus, fostering economic growth and greater social equity, not only nationally but also in different regions, provinces and cities nationwide.

The “Government Program for Local Community Leadership Development” designed by GESE was launched for the first time in 2003. It is aimed primarily at officials of provinces and municipalities on the public side, and to local community leaders, civil society associations or even businessmen committed to local development on the private side. This program hinges on two theoretical pillars: government management efficiency and political leaders’ social responsibility. Knowledge of key importance for management is presented to public administration in the areas of general managerial issues, soft skills and specific knowledge in the field of public administration.

There have been 9 editions of the Government Program at the **IAE** campus between 2003 and 2009 reaching near 400 participants and 29 communities.

Other initiatives. Besides receiving and transmitting ethical training, a number of IAE professors are committed to issues and activities related to CSR and human perspective. A sample of some of these activities is:

■ **Underserved youths at work:**

Professors of the Commercial Management Area invited the Media Pila solidarity undertaking to as part of the Strategy & Communications workshop. Media Pila is a clothing manufacturer that put underserved youths to work in the design and manufacturing of trendy clothes, mostly t-shirts. The activity resulted in a two way input to EMBA students: presentation of a strategy to improve communication in the achievement of goals and a clear example that solidarity is profitable.

■ **Children Malnutrition:**

The case of an NGO dedicated to child malnutrition in Argentina prepared by Hector

Rocha is presented as part of a Strategy session. It raises awareness and leads students to draw a strategic plan to address the issue. Sometimes the founder of the NGO participates in live classes. The impact has lead several alumni to participate actively in this cause.

■ **Cascos verdes (Green Helmets, in English):**

An NGO that has created courses for young people with Down's syndrome, in which they learn about caring for different aspects of the environment. Lucio Traverso not only allots hours to transmit ideas and identify interest communities but also address the issue in Executive MBA course. The live case in class is twofold: on the one hand as course content and on the other hand to encourage and commit students and alumni to cooperate with social developments of this kind.

■ **Familias Formando Familias (Families Educating Families)**

Several professors are the Argentine members of the International Federation of Family Development, which

promotes and supports all kinds of initiatives to help married couples and the family, viewed as basic natural realities that are fundamental to society.

■ **The Standard Bank Center for Family-Business Balance-ConFyE:**

This Center's mission is to explore and promote the best work-family balance practices deployed by Latin American companies and executives to contribute to business competitiveness by enhancing people's commitment to their organizations.

■ **Business and Family activities:**

Participants of Master and Executive Education programs have the chance to share a class with their spouses through the Business and Family activities. Along each program, students' wives and husbands are invited to a couple of class sessions in which a case is analyzed and discussed. Cases are based on real family-business life situations which many of these couples face in pursuing this balance.

Future Objectives

Following our mission, we will develop different activities to attract alumni in order to keep working in the human formation of those students who finish their programs but are still part of **IAE Business School.**

Principle 3

METHOD

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

Strategy

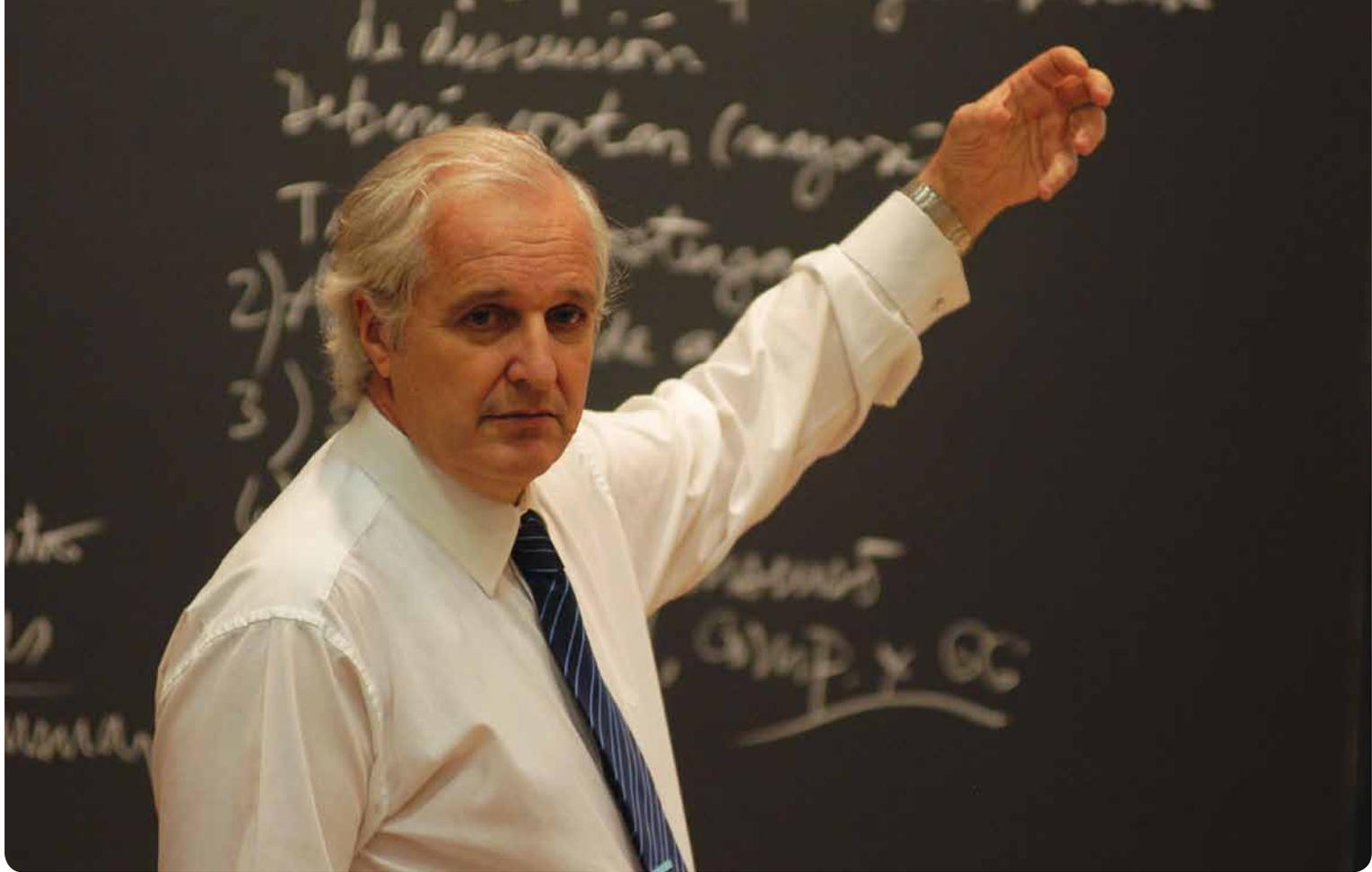
IAE seeks to add a dimension to the companies it serves. Not only does it help the company inwards with its management needs, and outwards, with the market it operates in, but also in how business impacts society at large. **IAE** programs are focused on participants as persons. Both degree programs and executive education offerings aim at participants' personal and professional growth as key drivers for business and society. There is strong emphasis on the sense of integrity the school as a whole seeks to instill in students.

The school emphasizes human development as the key to effective leadership. As a result, **IAE** expects its alumni to truly commit to their personal development. Alumni actions are testimony to the School's success in instilling values of commitment and interest in society at large.

Achievements

The importance of the impact of business in society is present at all **IAE** activities, for example:

- Faculty trained in anthropologic contents to be able to adequately transfer ethics and the importance of the common good in all disciplines.
- The Business, Society, Economics Area created in the 90s specifically to develop this aspect in program content and research.
- Community outreach activities for participants of longer programs.
- Family-Business activity for participants of longer programs.
- Alumni committees created 10 Committee for Social Development; FAM, a scholarship fund.
- Programs integrate ethics across its curricula and not merely in a specialty course.
- Students access to Academic and Executive Mentoring programme.
- Scholarship programs for top quality students with:
 - a) entrepreneurial spirit,
 - b) public service and/or
 - c) a keen interest in social responsibility



Additionally, **IAE**'s Center for Governance and Transparency co-chairs and coordinates the Principles for Responsible Management Education's Anticorruption Working Group. The group's main objective is to design and implement an educational "toolkit" freely available to business schools around the world in order for them to have access to a practical guiding model on how to tackle anticorruption topics in the classroom. The "toolkit" will include a teaching methodology, syllabi, cases, among other tools.

The Executive MBA program (EMBA) has incorporated full-day activities in which special guests from civil organizations, including social and cultural as well as union organizations, participate and share their experiences with students.

Future Objectives

IAE's different programs (EMBA, MBA, etc.) will further advance their commitment of embedding social responsibility issues within their academic activities, in particular in relation with civil society organizations that tackle poverty, inequality, and public policy issues.

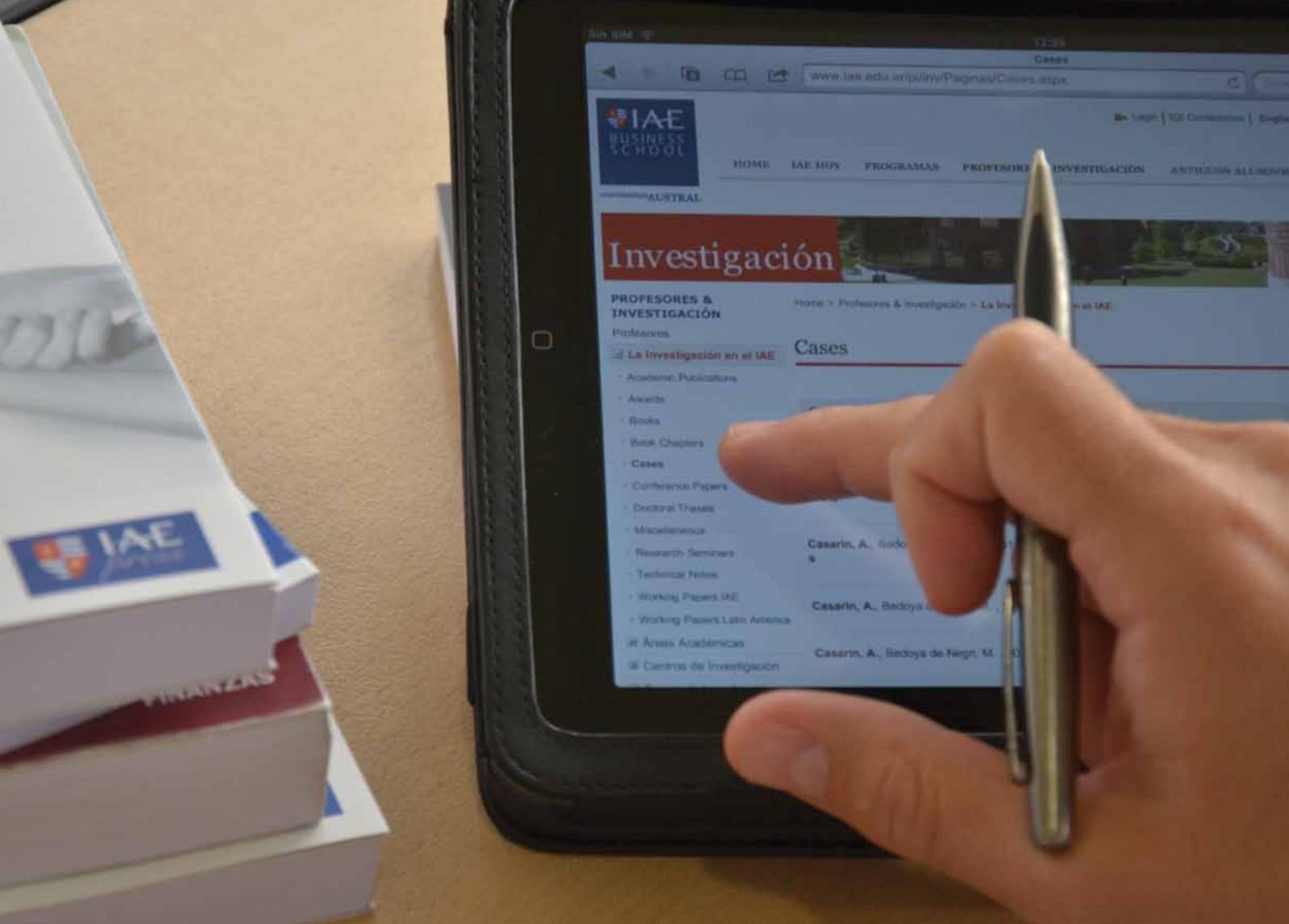
IAE Business School has also committed itself to implement the pilot version of PRME' Anticorruption Working Group toolkit in conjunction with the previous introduction of anticorruption topics and problems in compliance and business ethics modules. This will allow **IAE** to be one of the first institutions that will be able to test the toolkit. The toolkit will be presented at the PRME 3RD Global Forum at the Rio +20 United Nations conference on Sustainable Development to be held next June 2012 in Rio de Janeiro, Brazil.

The Center for Governance and Transparency will continue its collaboration with the PRME Inspirational Guide and will produce short videos with anticorruption cases for teaching and training purposes. In 2012, the Center will assist companies in implementing compliance programs and act as facilitator for collective actions. **IAE** will develop in-company compliance programs to be offered at several companies in Argentina.

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.



Strategy

As mentioned above, **IAE**'s mission remains unchanged. The vision sets the framework for the objectives in the medium term. Our strategic objectives are strongly embedded in these pillars, and thus inevitably lead to contribute to our understanding of the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.

IAE has sought to make the mission and vision concrete and perceptible in the way it understands its contribution to knowledge. For this it has set the organizational context for an increase in the quantity and quality of research, seeking a balance between business relevance and academic rigor. Defined by our mission as a general management school, with a central focus on the human being, we commit to create knowledge that answers general questions on doing business in emerging markets, with an initial focus on the region. Within this focus, our research

advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value, in Latin America. This is carried out both individually, by each scholar, and cooperatively, through our Academic Areas and our Research Centers. Academic Areas group professors mainly by discipline for class delivery and program content. Research centers at **IAE** are learning communities created by scholars, practitioners and corporate partners. Together they establish a mutually beneficial research agenda that provides scholars with the relevance only business reality provides, and companies with knowledge on their challenges.

We proceed to describe examples of advances in our understanding of the role, dynamics and impact of corporations in the creation for sustainable social, environmental and economic value.

Achievements

Business, Society, Economics Area

The School has been pioneer in corporate responsibility through the creation of the Business, Society, and Economics Area in 1999. The area's research production in the first decade was devoted to Corporate Social Responsibility. It has then focused on the impact of business in society and on the cooperation alternatives between the private and the public sectors. The latest book written by Business, Society, Economics area professors focuses on the notion of "sense" applied to company activity. It illustrates through real cases, how business may promote development in society, beyond its basic function of producing earnings. The cases prove that companies may produce positive effects in society, that companies find their true sense when they guarantee the value of work as a contribution to common good.

Alberto Willi, professor of the Business, Society, Economics Area, and a Doctoral Student at University of Bath, focuses his research on corporate community involvement in Argentina. His work explores how firms respond to the unique institutional, economic, and social environments found in transitional/developing economies and how and under what conditions multinational companies tailor their community involvement activities in these diverse and complex business contexts.



Innovation in Latin America

Several professors have focused on the Bottom of the Pyramid in an effort to contribute to the understanding of this sector. Julio Sanchez Loppacher, from the Operations Academic Area, has been researching on the functioning of the Supply Chain at BOP. Guillermo D'Andrea, from the Marketing Area has focused on the impact that BOP has on retail management, and innovation in Latin America. His latest book "Innovation in Latin America" describes innovative strategies carried out by successful companies in the region. Luis Dambra has focused on Innovation. His latest technical note describes the relationship between innovation and sustainability. Risk Management Lorenzo Preve has focused on the development of a risk management model especially adapted to the Latin American context.

Center for Governance and Transparency

The Center for Governance and Transparency coordinates the PRME Anti-corruption in Curriculum Change Working Group. The working group coordinated by the center aims to reach a better understanding of the corrupt behaviour in the business domain and to discuss the curriculum change needed to develop knowledge, skills and attitudes that foster governance and transparency in organizations.

The Center also designs and implements compliance and best practices programs. The Center's research focuses on the current situation of best practices programs in companies in Argentina and the region. Quantitative and qualitative surveys have been conducted with the aim of spotting trends and changes in the field. Presentations in conference and professional meetings, papers and technical notes contribute to the development of knowledge in the field though the study of diverse aspects of anticorruption problems. This year the first progress report was presented, and Matthias Kleinhempel attended the "2nd Global Forum for Responsible Management Education". Additionally, Fernando Zerboni was invited to expose on "Compliance Challenges for Small and Medium Sized companies" in the "Latin American conference on Corporate Responsibility and the Promotion of Integrity and the Fight against Corruption" which took place in São Paulo, Brazil. The conference was organized by the Anti-Corruption program of OCDE- (Organización para Cooperación y Desarrollo Económico) and the General Controller -CGU- of the Brazilian Government.

Standard Bank Center for Business-Family Conciliation

IFREI (International Family Responsible Employer Index)

The Standard Bank Center for Business-Family Conciliation participates with the development of the IESE Family -Responsible Employer Index. This index assesses the degree to which practices balancing work, family and personal life have been implemented in companies. The survey is conducted in around 20 countries with more than 3800 companies. The objective is to analyze policies and programs to improve the family business balance and its consequences on competitiveness.

Future Objectives

In the medium term, the school aims to continue with research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value, in Latin America.

IAE's Center for Governance and Transparency intends to complete the edition of a book on compliance in Argentina and the writing of technical notes (e.g., compliance training), papers and articles in the press.

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.

Strategy

The genuine interest that **IAE Business School** has for business in society at large is enhanced through the promotion of common good into corporate decision making. These values are transmitted along the School's exchanges with companies and organizations. Students are trained to think about not only of the economic dimension in decision making but also of the ethical, social and environmental consequences. Education at **IAE** provides the initial springboard for such thought process.

The dimension concerning the emphasis put on the ethical quality of the faculty is naturally transmitted throughout professors' activities beyond imparting business and technical knowledge. It must be noted that this is certainly true in the work done in mentoring programs and informal contact

with students. The School capitalizes the core competencies of its faculty promoting social responsibility of companies towards the community, employees and stakeholders.

Achievements

Since its foundation, **IAE Business School** has strong links with the business community, thus the School interacts with top managers in a continual basis providing its expertise, disseminating knowledge and promoting the common good throughout its numerous activities. Executives access to current management practice through faculty research, cases, research centers, forums and consultancy.



At the same, the input from the corporate world is evidenced in key processes such as the governance – and consequently in the School’s strategic development. Important agenda issues for coming years were discussed in the International Advisory Board, the Academic Advisory Board and the Masters and Alumni Committees in which corporate partners gave their valuable advice. These bodies put a number of subjects on the table such as sustainability, energy sector, public sector, compliance, social and environmental Responsibility. The Alumni Committees discussed the need of increasing financial help for talented candidates with scarce resources.

Forums for the private and public sector such as the ones on the field of Social Responsibility organized together with the Pilar County

and FONRES (Fundación Observatorio de Responsabilidad Social) reflect the great interest of the society in these relevant issues. The School will continue working towards the partnership with other governmental bodies for future activities.

IAE Faculty is also engaged in several national initiatives linked to responsible leadership. Such is the case of ADIRAS, a non-profit civil organization integrated by entrepreneurs, leaders of small and medium businesses, active participants in DIRAS groups (Associated Directors, in Spanish). The mission of this collegiate body is to both promote personal development and training of entrepreneurs as well as give advice, assistance and support in the direct management.

Additionally, IAE's Center for Governance and Transparency has actively reached out to companies and businessmen in promoting compliance and best practices through the organization of workshops, conferences, and collective actions:

- Periodical workshops at **IAE** have constituted a network of compliance practitioners that share experiences with each other in diverse aspects of their profession.
- Conferences with the presence of experts offer an opportunity to address larger audiences both from the private and public sectors interested in exploring best practices problems. Guests such as Peter Eigen (Transparency International), Olajobi Makinwa (Global Compact) and Dirk Matten (University of York) have given an excellent opportunity to present the business community with new insights and fresh perspectives in these topics.
- The promotion of collective actions such as integrity pacts has been an innovative way of engaging companies individually or by sector and getting their commitment to start working on joint initiatives that foster transparency and integrity. The Center plays the role of facilitator, providing information and accompanying the collective action process with interested participants.

Future Objectives

Plans are underway to launch the new Project Management Development Program in Renewable Energies. **IAE** has developed this 20-day program offering that focuses its attention on the energy needs of the region. The overall objective is to strengthen knowledge and skills necessary for the development of renewable energy projects and alternatives in Latin America. The program is addressed at private sector managers and at public officials and regulators in the energy sector, both locally and nationally.

The Center for Governance and Transparency through its Compliance and Best Practices Network will continue with its bimonthly workshop sessions during 2012. The Center will also foster and implement collective actions by sector. Additionally, Mary Gentile (Babson College/Giving Voice to Values), business ethics professor and expert, will be joining **IAE's** Annual Alumni Assembly and also be part of other activities (including training sessions) with practitioners and experts organized by the Center.

The School is striving to get greater support from owners and corporate number-ones to enhance quality education by not only training participants in business but also to instill the accountability and attitude needed in responsible leaders who are thoroughly related with companies' and society reality.

Principle 6

DIALOGUE

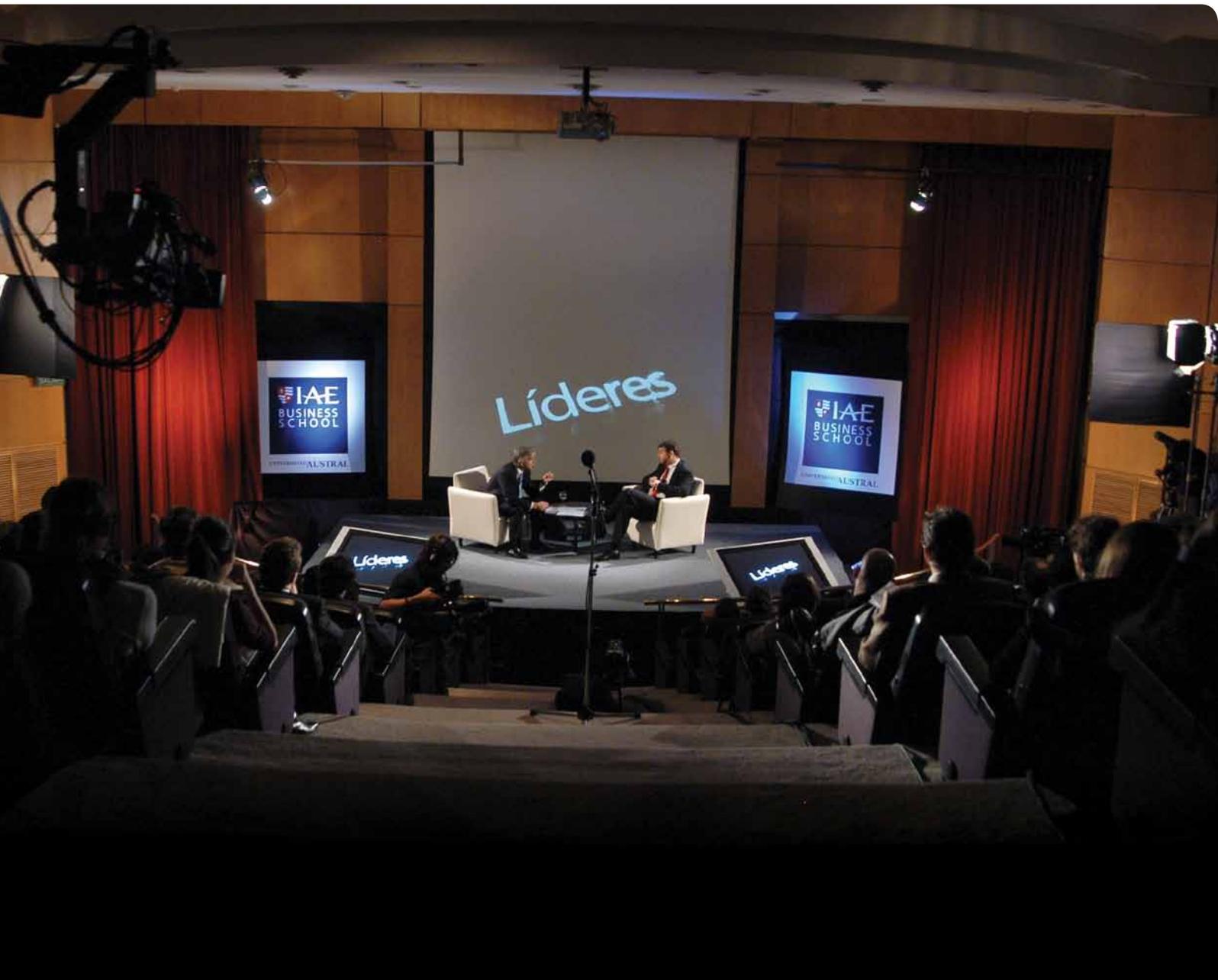
We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



Strategy

Hosting political and social leaders is another way through which **IAE** contributes to the Community. The School invites distinguished leaders from both the public and private sector to lecture to the business community, students and school's staff. Besides being successful and respected leaders in their expertise, these visitors are personalities whose

decisions and opinions influence the direction of social, economic and political affairs in the country and the region. Meetings sometimes offer a forum for dialogue and reflection to explore the importance people have in building an inclusive country and the responsibility to take action towards the common good to bring our talents to serve others.



Achievements

Past visitors have included government officials, prominent business people and public personalities as listed in the sample below.

Political and Social Leaders who lectured in IAE Campus (2007-2011)

Speaker	Position
Algorta ,Pedro	Survivor of Andes plane crash
Amadeo, Eduardo	National Deputy Member
Awad Mehech, Jorge	President of Lan Airlines
Berenstein, Sergio	Ph. D. in Political Science / Consultant
Bergman, Rabbi Sergio	Social leader / Founder of Fundación Judaica (NGO)
Bovd Galindo,Mario	Ambassador of Panama to Argentina
Britos, Gerardo	Ambassador of Argentina to India
Cobos, Julio César Cleto	National Government Vice-president
De Narvaez, Francisco	National Deputy Member
Duhalde, Eduardo	Former National President
Estol, Clarisa	Former President of Banco Hipotecario (National Mortgage Bank)
Flores, Hector	Social leader and National Deputy Member
Lee, Marcus	Economic Advisor to China Municipal Government
Michetti, Gabriela	Vice Mayor of the City of Buenos Aires
Puig, Steven	VP of Inter-American Development Bank
Urtubey, Juan Manuel	Governor of Salta Province
Viswanathan ,Rangaraj	Ambassador of India to Argentina

In December 2011, **IAE's** Center for Governance and Transparency hosted the 1st. PRME Latin America Meeting where scholars, business leaders, students and representatives from NGOs gathered to discuss developments and initiatives concerning poverty, anticorruption and business education in the region. Also, the Center participates and engages in activities with chambers of Commerce, NGOs, foundations, and public officials interested in these topics.

Future Objectives

The Center for Governance and Transparency will organize during in December 2012 an End-of-the-year conference with anticorruption experts from the academic, business and public sectors; this conference will be organized with the support of companies and civil society organizations.



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