



IPADE BUSINESS SCHOOL  
UNIVERSIDAD PANAMERICANA



# PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Sharing Information on Progress (SIP)

2 0 1 4



---

# TABLE OF CONTENTS

Dean’s Letter .....	1
IPADE at a Glance .....	2
Mission, Vision and Values .....	3
Principle 1 .....	4
Principle 2 .....	7
Principle 3 .....	9
Principle 4 .....	11
Principles 5 and 6 .....	17



---

## DEAN'S LETTER

At IPADE Business School we are gratified to present our most recent "Sharing Information on Progress" Report (SIP 2014).

Corporate social responsibility has always been a priority for IPADE since its foundation in 1967. Our founder, Carlos Llano Cifuentes, emphasized the centrality of the human person and the social vocation of business far before they became common themes in management education. We have always been convinced that business will be successful only if it respects human dignity and serves a broader society, taking responsible actions that have a positive impact on the social, economic, political, cultural and natural environment.



We are especially glad to be part of PRME because it allows us participate in a world-wide, participatory, and accumulative effort of leading business schools and organizations which endow business education and practice with universal human rights and best-in-class standards regarding labor, anti-corruption, social responsibility and the environment, among other themes. Not only this, but PRME also rekindles our commitment to form business leaders, who thanks to global vision, a sense of responsibility and Christian values, are called to transform organizations and society.

By issuing this SIP 2014 Report, we now renew our commitment to the six Principles of PRME. We hope that thanks to this adherence, we will enhance our efforts to develop a new generation of leaders. We will make every effort to never limit our students by merely teaching the technical aspects of business, detaching them from broader human, social and environmental aspects. Instead, we will work to instill PRME values in the MBA students, executives, alumni, and staff that make up the IPADE community.

In each of the following sections, we discuss our recent achievements and future objectives for upholding the Principles. Writing this report has enabled us to reflect on how we can continue to improve in our implementation of the Principles, and to celebrate our accomplishments in achieving these goals. At IPADE we are pleased to share these findings with the PRME community, and we look forward to exchanging ideas with these valued collaborators in years to come.

Best Regards,

A handwritten signature in black ink, appearing to read 'Rafael Gómez Nava'. The signature is stylized and fluid.

**Rafael Gómez Nava, PhD**

*Dean, IPADE Business School*

---

## IPADE AT A GLANCE

The Instituto Panamericano de Alta Dirección de Empresa (IPADE Business School) was founded in 1967 by Carlos Llano Cifuentes and a group of notable businessmen who wanted to improve the caliber of senior management in Mexico and to instill a deep sense of social responsibility in the national business community.

In 1969 the Universidad Panamericana (UP) was founded, and IPADE was established as the university's business school. IPADE has three campuses; the main campus is in Mexico City, and two satellite campuses are in Monterrey and Guadalajara.

Since its inception IPADE has maintained relationships with a number of other business schools. Harvard Business School and IESE Business School have collaborated with IPADE on shared research projects to promote international dialogue. IPADE has also helped to launch sister business schools throughout Latin America, including INALDE Business School (Universidad de La Sabana) in Colombia, the PAD School of Management (Universidad de Piura) in Peru, and the IDE Business School in Ecuador.



Mexico City Campus



Guadalajara Campus



Monterrey Campus

---

# MISSION, VISION AND VALUES

**Mission:** To train leaders who will transform their organizations and broader society through a global vision, a strong sense of social responsibility, and Christian values.

**Vision:** To remain a world class business school –the best in Latin America– and to instill humanity in the business community.

**Ten Core Values:**

- Mankind is the center of society and the economy.
- Strong relationships among members of the IPADE community reinforce our effectiveness.
- Work makes us better people.
- Work must be well done.
- We prioritize paying personal attention to our participants.
- A director must be both an executive and a leader.
- Decisions should be made cooperatively.
- We emphasize learning and innovating.
- IPADE should broaden horizons, pose questions, and challenge its participants.
- We uphold a global vision.

**Rankings**



**Accreditations and memberships**





---

# 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.

IPADE's social commitment is reflected in its founding principles, which consist of professionalizing management, incorporating an international culture, and nurturing a sense of ethics in Mexican business. These three goals were novel more than 45 years ago, when most businessmen in Mexico were not formally trained and the economy was closed (with many companies and entire industries being state-owned).

Today IPADE's principles continue to inform our academic, research and consulting activities. We encourage business leaders to transform the prevailing business culture, which still underemphasizes ethics. We frequently address corporate social responsibility and sustainability as key drivers of business. And we engage our participants in constructive debate about the role of Mexican companies in a globalized world, emphasizing Mexico's geopolitical position between the Atlantic and the Pacific.

Our founder, Carlos Llano Cifuentes, expressed this perennial mission of IPADE in the following way:



*The management of a company revolves on one pivotal axis: the commitment to a particular idea of mankind, and the need to shape ethical and social values that establish mankind's duty. Directors are first humans and then leaders. This is why so much of our study focuses on a philosophical analysis of the human qualities related to managing an organization: the human qualifications needed to maximize leadership potential and human shortcomings that often restrain and get in a leader's way.*



---

## **ACHIEVEMENTS**

### **Mentoring.**

Over the past two years, IPADE has offered personal mentoring services to all participants. Professors develop relationships with students, helping them with study techniques, improving their learning practices, and monitoring their time management skills.

Professors also provide personal advice to their students on balancing their academic, professional, and personal lives. The benefits of mentoring can be seen in participants' increased ability to organize their time and make informed decisions. We have also seen positive trends in students' character development and in their attitudes toward difficult situations.

### **Human Development Program**

IPADE educates participants, faculty, and the rest of the staff on issues that lie beyond their professional obligations to ensure that they not only become successful managers or successful employees, but also better individuals. This program addresses the human, professional, and ethical development of participants, faculty, administrative personnel, and the rest of the staff. Both participants and IPADE employees may request additional mentoring from the professors of the program, which is coordinated by two academic departments: Organizational Behavior and Philosophy and Business.

IPADE also offers optional workshops aimed at improve participants' knowledge of the humanities and other non-business topics, such as art appreciation, cooking, and interpersonal relationships. Other workshops focus on integrating one's job, virtues, and business ethics, and creating a healthy balance between professional and family life.

---

### **Seminar on Business and Human Dignity.**

For the past 16 years, our Executive MBA program has organized an annual International Week event. Its theme is “Business and Human Dignity: Rediscovering the social meaning of business.” During this program business leaders gather at IPADE to discuss the challenges and opportunities of adopting business practices that benefit the widest array of constituents and stakeholders. For one week, attendees share their ideas on core values such as honesty, loyalty, environmental responsibility, community service, operating excellence, and the value of the individual.



The objective of this course is for students to return to their work environments with the ability to generate and apply new tools and responsible practices that unleash innovation, increase productivity, boost employee satisfaction, and build customer loyalty—increasing earnings at the same time. The ultimate goal is to provide an understanding of doing business ethically with a long-term view of the impact of participants’ actions on society.

---

## 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.

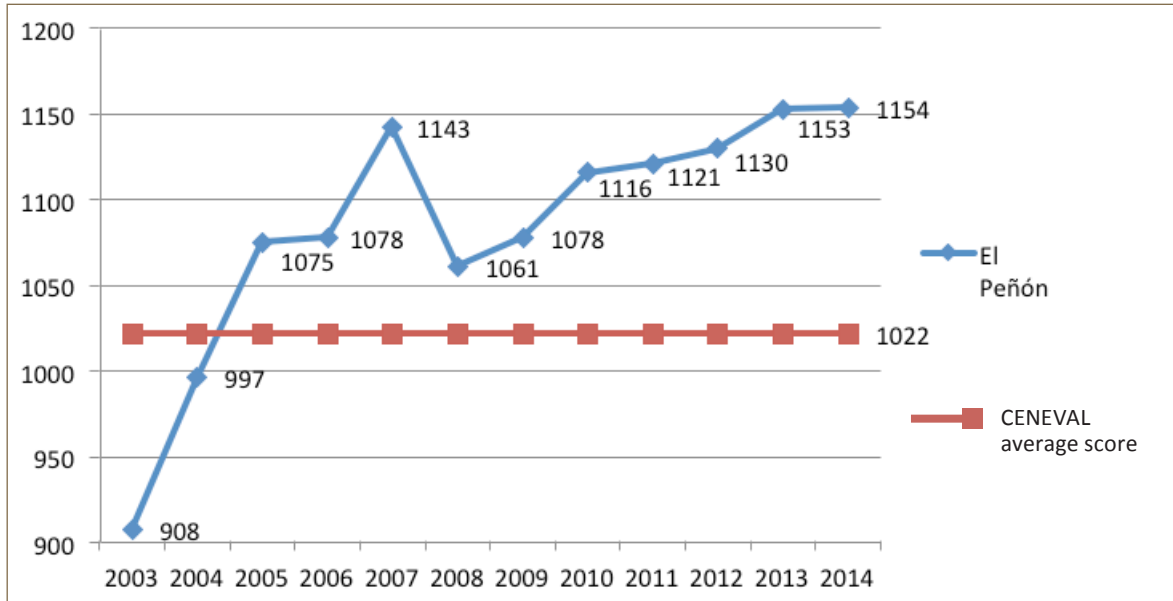
### ACHIEVEMENTS

At IPADE we are pleased to promote a number of programs and projects that directly reflect the importance of social responsibility.

**Social Innovation Club.** The SIC is a student-run club that is advised by an IPADE faculty member. The SIC focuses mainly on three areas:

1) Philanthropy: club members organize activities to support local charities with their own time and resources; 2) Social Entrepreneurship: students support entrepreneurial projects with an important social component; and 3) Corporate Social Responsibility: through different activities and forums, students support and interact with companies in sustainability projects.

**Community Outreach.** IPADE promotes social responsibility activities and shares this commitment with participants, alumni and staff. An example of one such program is “El Peñón”—a rural junior and high school that has become a top performing school in the state and nationally, thanks to IPADE’s support and development program. For the last 3 years, El Peñón has won first place in state on the “Enlace” test (which was designed by the Mexican Ministry of Education to evaluate all students across the country), and it receives consistently high marks on the Ceneval exam for recent high school graduates (please see chart below.) El Peñón has also received recognitions from the “CEMEFI” (National Centre of Philanthropy). With IPADE’s support, the school has changed the lives of 3,315 graduates, not only academically but also economically and professionally.



Peñon students beat the benchmark on the CENEVAL national exam

Our “IPADE Day” programs at El Peñón support the school and create synergies to support other poor, indigenous communities in the area. Other IPADE activities include:

- 1) provide financial aid for El Peñón students through campaigns and donations,
- 2) improve facilities and programs, and
- 3) help Fundación El Peñón, I.A.P., get authorization by the Mexican Ministry of Finance to give U.S. donors tax-deductible receipts.



IPADE Day programs have set an example for other institutions that have replicated the project in their companies, such as Google, Visa, IBM, and Deloitte, among others.

---

## PRINCIPLE 3

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

### ACHIEVEMENTS

At IPADE we are pleased to use several unique frameworks to instill knowledge of deeper universal social values in our MBA and Executive MBA participants.



**International Week.** For MBA students, this annual seminar is focused on Doing Business in Mexico as an Emerging Market. The program has been running for the last 20 years, and invites students from top schools such as Darden Business School and Kellogg School of Management, among others. In 2014, we hosted 248 students from 23 foreign schools.

The Executive MBA program also has an International Week. Every year since 1997, over 540 business leaders from 8 of the most prestigious business schools in Europe, Canada, the United States and Latin America (such as Ivey Business School, Instituto Internacional San Telmo, Rollins College, and Northeastern University, among others) gather at IPADE to share experiences and knowledge, enrich management practices, and discover opportunities to improve their business models around one topic: social responsibility. International faculty teaches in week-long program.

**Exchange Program.** MBA students spend a mandatory semester abroad, and we receive international students. IPADE has an agreement with 71 business schools around the world, including: LBS, CEIBS, IESE, and Tuck School of Business, among others.

---

**Academic Trips.** MBA participants take part in a total immersion experience during a short trip abroad (aprox. 10 days). Its purpose is to learn about the country from different points of view and angles of analysis. Destinations of interest have been China, Japan, Vietnam, and Singapore, among others. About 80% of the class participates.



Executive MBA students explore the global business environment by attending sessions at top business schools and visiting world-class companies in other countries. They acquire knowledge of other cultures and economies and expand their international networks. Destinations:

Ontario, Canada: *Doing Business in a Global Environment* at Ivey School of Business; San Francisco, USA: *Innovation and Entrepreneurship* at Haas School of Business; Beijing/Shanghai, China: *Doing Business in China* at CEIBS and CKGSB; and New York, USA: *Financial Management* at Columbia Business School.

**International Competitions.** We encourage our participants to attend several international competitions in order to increase their contact with the international business community. Annual competitions are held at Sloan School of Management (MIT), Marshall School of Business (USC), Boston University School of Management, and Kellogg School of Management (Northwestern), among others.

IPADE also participates in an international case competition. One of the main characteristics of this competition is that it is not a school versus school competition. Rather, IPADE forms multicultural teams made up participants from the different schools.

---

## 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.

### ACHIEVEMENTS

Original Research. At IPADE we continue to elaborate new cases and to submit original research to peer-reviewed journals. In 2013-14, IPADE faculty members submitted 27 peer-reviewed articles and wrote 131 new cases. IPADE professors also maintain a presence in Mexican newspapers, magazines, radio and television. Please see the tables below for more detailed information.

RESEARCH TYPE	2012	2013	2014
International Peer-Reviewed Journal Publications			
National Peer-Reviewed Journal Publications	12	21	6
Other International Research Publications			
Other National Research Publications			
Accepted Papers at Peer-Reviewed Conferences	7	6	2
Accepted Papers at Other Conferences			
Case Studies	22	78	53



### 2014: Articles published in Peer Review Journals

TITLE	AUTHOR	NAME OF PUBLICATION	NATURE OF PUBLICATION
1 Buscando Certeza donde no la hay	Duarte Schlageter Javier	ISTMO	Peer Review Journal
2 Buscando Certeza donde no la hay	Duarte Schlageter, Javier	ISTMO	Peer Review Journal
3 Gestión del Conocimiento y Dirección de Personas	Sancho y Maldonado, Antonio	ISTMO	Peer Review Journal
4 Privalia Mexico: Conquering New Markets	Cacho-Elizondo, Silvia Lazaro Álvarez, J.D.	American Journal of Management (to be published)	Peer Review Journal
5 Do CRS actions in retailing really matter for young consumers? A study in France and Norway	Cacho-Elizondo, Silvia Loussaïef, Leïla Beate Pettersen, Inger Tobiassen, Anita E.	Journal of Retailing and Consumer Services (ISSN 0969-6989)	Peer Review Journal
6 Vértigo, Cuestiones perennes y nuevas tecnología	Dr. Alejandro Armenta Picos	ISTMO	Peer Review Journal

### 2013: Articles published in Peer Review Journals

TITLE	AUTHOR	NAME OF PUBLICATION	NATURE OF PUBLICATION
1 Consumer Acceptance of an SMS-based Smoking Cessation Programme: A Multi Country Study	Cacho-Elizondo, Silvia Andrews Lynda Drennan Judy Tossan Vesselina	Journal of Health Marketing Quarterly (ISSN: 0735-9683)	Peer Review Journal
2 Intention to Adopt a Text Message-based Mobile Coaching Service to Help Stop Smoking: Which Explanatory Variables?	Cacho-Elizondo Silvia Shahidi Niousha Tossan Vesselina	(ISSN: 1548-3908) (E-ISSN: 1548-3916)	Peer Review Journal
3 ¿Para todos lo mismo? Cómo Alejarte de esta Peligrosa Estrategia	Duarte Schlageter, J. Ibarra Garza, A.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
4 Oportunidades de negocio en la base de la pirámide	Rivera Pesquera, M. Castellanos Rodríguez, C.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
5 Ejecución efectiva. Un reto para las organizaciones actuales.	Sánchez García, J. Torres Pérez, V.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
6 ¿Cuánto vale una acción?	Carbonell López, O.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
7 Capturando valor en la cadena de suministros	Estrada Guzmán, M.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
8 Cómo medir el valor agregado de recursos humanos y su impacto estratégico	Sancho y Maldonado, A. Elízaga, M.E.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
9 Brasil, ¿una economía del nuevo siglo?	Núñez Martínez, J.C.	ISTMO (ISSN: 1535-2315)	Peer Review Journal

10	México 2012-2018. Cultura, crecimiento y democracia. Un tramo más de nuestro camino en la historia.	González y González, F.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
11	Comprender y comunicar. Medios para dirigir personas	Murcio Rodríguez, R.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
12	Fisonomía interior del líder ¿Cómo es el líder del máximo nivel?	Armenta Pico, A.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
13	Inteligencia y voluntad. ¿Cuál tiene prioridad?	Ruiz González, C.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
14	De la revolución a la revaloración sexual	Picos Moreno, A.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
15	Cuando la agresividad y el amor propio se suben a la cabeza	Picos Moreno, A.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
16	El elaborado arte de “no hacer las cosas”	Llaguno Sañudo, J.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
17	Mitología contemporánea. Héroes y antihéroes	Urtuzuástegui Jiménez, R. Llaguno Sañudo, J. Aparicio Castillo, R. Murcio Rodríguez, R. De la Vega Morell, N.	ISTMO (ISSN: 1535-2315)	Peer Review Journal Peer Review Journal
18	De la revolución a la revaloración sexual	Picos Moreno, A.	ISTMO	Peer Review Journal
19	Cuando la agresividad y el amor propio se suben a la cabeza	Picos Moreno, A.	ISTMO (ISSN: 1535-2315)	Peer Review Journal
20	El elaborado arte de “no hacer las cosas”	Llaguno Sañudo, J.	ISTMO (ISSN: 1535-2315)	Peer Review Journal

---

**Think tanks.** Four research centers, which are chaired by professors but operate separately from IPADE's academic departments, also contribute to new thinking at IPADE.



**The Research Center for Women in Senior Management (CIMAD)** actively contributes to the study of women leaders. In the past two years, CIMAD has published numerous case studies, research cases, articles, technical notes, and books. The center also hosts several seminars each year, led by Dr. María del Carmen Bernal González. CIMAD's research follows three main themes:

**The Research Center for Family Businesses (CIFEM)** is IPADE's largest think tank, with eight contributing professors. Family-owned businesses are a major economic force in Mexico, and CIFEM aims to increase their inter-generational sustainability, foster family harmony, drive proper institutionalization and professionalization, and develop good governance. CIFEM's studies are carried out in coordination with the Organizational Behavior Department.

---

**The Research Center for Entrepreneurial Initiative (CiiE)** strives to increase awareness and implement activities that promote entrepreneurship. It brings together investors, academics, IPADE participants, graduates, and other members of the business community to develop new ideas and to resolve business and social challenges. CiiE has collaborated with Endeavor, an international start-up accelerator, as well as PwC (PricewaterhouseCoopers).

**The Center for the Study of Institutional Governance (CEGI)** promotes strong corporate governance, combats corruption, protects local environments, and fosters an ethical culture in business. CEGI hosts and contributes to a number of international events and studies. In August 2014 CEGI hosted the UN Global Compact Mexico for a conference entitled “Constructing the Development Agenda Post-2015.” In November 2014 CEGI Chairman Dr. Felipe González y González represented the center at an Open Government Partnership summit in Costa Rica. And beginning in January 2015, CEGI will collaborate with the Center for International Private Enterprise (CIPE) on a year-long anti-corruption initiative.

---

## PRINCIPLES 5 AND 6

**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.

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

### ACHIEVEMENTS

**Partnerships with NGOs and International Institutions.** On 18 and 19 August of this year, IPADE had the privilege of hosting a conference with the UN Global Compact Mexico, which was themed “Constructing the Development Agenda Post-2015.” Guests from the public and private sectors, as well as from academia, came together to brainstorm solutions to the world’s most entrenched social and economic problems.

IPADE also hosted an event with Ashoka in June 2014, in which MBA students presented their findings on businesses with high social impact. The event highlighted the importance of entrepreneurship in solving social problems. IPADE and Ashoka have designed an ongoing collaboration to encourage the development of socially conscious business models.

**Connections with Business Community.** IPADE also works hard to foster connections with our corporate contacts through recruitment, the international case competition, and the CEO Lecture Series.

---

## 1. Corporate connections and talent development

### 1.1. Recruitment

- Companies in Mexico that have developed talent programs especially for IPADE include Eli Lilly, Novartis, Bancomer, and DHL. Due to the excellent performance of our MBAs, we are the number one choice in Mexico for recruiting by Fortune 500 brands such as: Walmart (no.1), Johnson & Johnson (no. 39), Colgate (no. 164), and top consultancy firms like BCG, McKinsey, and Deloitte, among others.
- IPADE is the only school in Mexico that gives personal mentoring to students during the program, which provides us with a deep personal knowledge of their abilities and helps us to develop their individual talents.
- There is a strong relationship between our talent development practices and the feedback that we receive from various industries in Mexico. We gather the opinions through student-industry sectorial clubs.

Through these activities, we are creating synergies between IPADE and the business community, assuring effective communication for the benefit of the business world and the development of Mexico.



### 1.2. IPADE's Case Competition

- With the aim of promoting interaction in a multicultural environment, this competition is meant to test specific abilities, simulate the real business environment, and boost cooperation and socializing among leaders. It is sponsored by the global companies like Deloitte and Novartis, who have the opportunity to see candidates in a more comprehensive manner: to evaluate their analytical capabilities, leadership, teamwork skills, and other core abilities.



---

## 2. Corporate connections and academic areas

- Every year IPADE's Department of Human Resources invites corporate Human Resources Directors to discuss personnel development, talent recruitment, and other topics. Based on the companies' feedback, IPADE develops strategic programs designed with academic research, to propose solutions to these companies.
- Due to IPADE's prestige and its relationship with Endeavor, in 2013 Endeavor decided to host its annual meeting at IPADE, reinforcing the partnership, creating networking opportunities, and linking academia with the practitioners of the organization.

## 3. CEO Lecture Series

- Taking advantage of IPADE's top management connections and its strong alumni community, a networking-lecture series of events was developed. For each lecture, a prominent, influential CEO is invited to speak, share his or her experiences, and exchange ideas on current issues.

## Statement of Future Objectives

Today IPADE is continuing in its efforts to become an ever more international school—we have more international students than ever before. These new members of our community bring greater diversity, broaden the horizons of our students, enrich classroom learning, and build bridges and channels of international collaboration.

Additionally, taking into account an ever more globalized world, as well as the ongoing geopolitical, social, and environmental challenges we face, IPADE will continue imbuing our programs and activities with content that relates to these global challenges.

[www.ipade.mx](http://www.ipade.mx)

 IPADE Business School

 @ipade

 IPADE Business School

**MÉXICO**

Floresta N° 20, Col. Clavería  
Del. Azcapotzalco  
02080 México, D.F.  
Tel. +52 (55) 5354-1800

**GUADALAJARA**

Av. Carlos Llano Cifuentes N° 3000  
Fracc. El Río Country Club  
45350 El Arenal, Jalisco  
Tels. +52 (33) 3627-1550, 3627-1564

**MONTERREY**

Blvd. Díaz Ordaz N° 100  
Col. Privada Santa María  
64650 Monterrey, N.L.  
Tels. +52 (81) 8220 0200, 8220 0220