

# PRINCIPLES FOR *RESPONSIBLE MANAGEMENT* EDUCATION



EGADE Business School  
Tecnológico de Monterrey

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# OUR COMMITMENT

## TO PRIME

Letter from the Interim Dean



### OSMAR ZAVALETA

Interim Dean of EGADE Business School

*Associate Dean of Research, School of Business and EGADE*

At EGADE Business School we develop innovative and competitive leaders who have an entrepreneurial spirit and seek to have a positive impact in society through ethical and sustainable strategies.

Since being appointed the Interim Dean of EGADE early in YEAR, I have reconfirmed our institution's commitment to Sustainability and Responsible Management. In this new role I have identified three areas of strategic priority associated with such commitment. First, purposeful leadership which refers to leadership that is born from the willingness to serve and a mindset that not only recognizes human dignity

but also comprehends human interconnection with its environment. Second, innovative, and impactful entrepreneurship that is aimed for stakeholder value creation in novel and paradigm breaking ways. And third, the refoundation of the economy, guided by a more conscious model of development and business.

At EGADE Business School we are deploying various initiatives along these lines. We are developing an ecosystem of research groups and centers, aiming to contribute to the most pressing problems of organizations and society



# OUR COMMITMENT

## TO PRIME

We are in the process of redesigning our MBA and Master in Finance programs to ensure that we develop the competencies that business leaders need in our current world. We also continuously work in outreach activities to enhance our understanding of the needs of our stakeholders and enable their satisfaction.

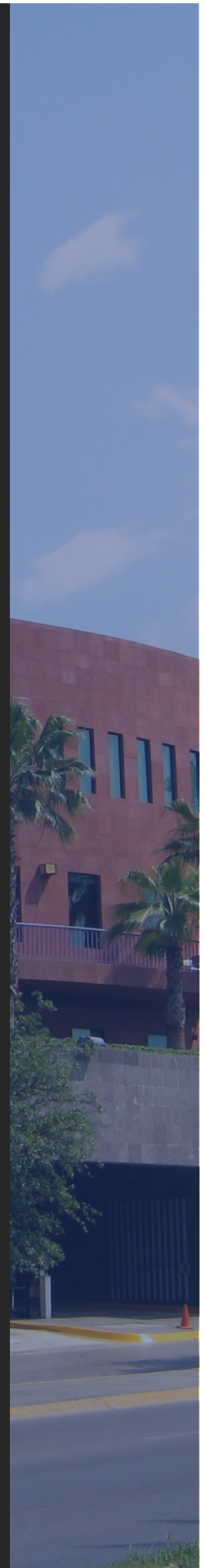
During these years we have also faced unprecedented challenges that emerged with the global COVID-19 pandemic. We had to react and adapt quickly to serve our students and continue offering them the highest quality education, ensuring their wellbeing as well as the safety of our faculty and personnel. We also made efforts to serve our community, particularly companies and busi-

ness leaders. We produced a series of webinars aimed to provide audiences with insights and knowledge to help address the situation. We also launched an initiative entitled “Talk to the EGADE experts” with the objective of offering advisory to members of our community who also ran companies amid the health emergency.

While it has not been a usual reporting period for our University, we remain committed to the development of our societies through education, and we will continue to work on the principles of Responsible Management Education and of Sustainability.

**Osmar Zavaleta**  
Interim Dean  
EGADE Business School

“ We remain committed to the **delevopment of our** ”  
**societies**





# REFLECTION OF OUTGOING POINT OF CONTACT BEFORE PRME



## CONSUELO GARCÍA-DE-LA-TORRE

Outgoing Point of Contact for EGADE Business School before PRME

*Professor EGADE Business School*

In 2018, EGADE celebrated a decade of membership to PRME, but most of all it reached 10 years of ongoing efforts to elevate the role of Responsible Management and Sustainability across the institution. I personally had the pleasure of promoting this work in my role as main point of contact for EGADE. During these years, I had the satisfaction of working along with colleagues who also became good friends. We developed various re-

search projects under the PRME Champions umbrella. We introduced educational initiatives such as Aim2Flourish to EGADE and motivated faculty to adopt it in their sustainability courses, among other projects. Passing over this role, I am gratified with our achievements and while I know that many challenges remain, I am thrilled to see what EGADE can do in the future, with a new leader guiding these efforts. I am delighted with the appoint-

ment of Christiane Molina as the new main point of contact for PRME who I am sure will work hard to advance in all the principles of Responsible Management Education and Sustainability. I am certain that we can build a better world from the field of education.

**Consuelo García-de-la Torre**

# LETTER FROM EGADE'S *NEW POINT OF CONTACT BEFORE PRME*

## CHRISTIANE MOLINA

Incoming Point of Contact for EGADE Business School before PRME

Academic and Research Director Conscious Enterprise Center, Tecnológico de Monterrey

*Assistant Professor and Researcher,*  
EGADE Business School



In 2019 I became a full-time professor at EGADE Business School. Coming from the undergraduate school of business, where I taught management and strategy courses, professorship at EGADE did not seem a completely strange job. Then, I was invited to teach courses on sustainability which allowed me to enter a fascinating field which I am passionate about. Later that year I was invited to succeed Consuelo García de la Torre as the school's point of contact before PRME. Such invitation represented an opportunity to impact not only EGADE's implementation of Responsible Management Education, but also the mindset and practices of current and future leaders in

Mexico and beyond. Today, after two years in this role I am delighted to see that I have been able to build strong ties to the PRME community, especially in Mexico and the Latin American Chapter. A major achievement is the ongoing Champions project on Employment and Emotions during COVID-19, a joint effort of our school, La Trobe University and their CDAC, Universidad Externado, and ISAE. We are also advancing together with the Sustainability Mindset Working Group to spread this concept among faculty to enable them to diffuse these principles to the student community. We have increased the offering of courses on Responsible Management and Sustainabil-

ity, and we will continue to promote research alignment with the SDGS. I am excited about the future of PRME, the LAC Chapter and about the role that EGADE can have to enhance Responsible Management. The path ahead is not without challenges, but I am sure that with strong commitment we will be able to support the transformation of business to enable human flourishing and to create more prosperity, fairness, and inclusion in our society.

**Christiane Molina**

# INTRODUCTION



The years 2019 and 2020 were years of many changes for EGADE Business School. Beginning 2019, professor Christiane Molina was invited to assume the role of EGADE Business School Main Point of Contact before PRME, superseding professor Consuelo García de la Torre, who had occupied this position since the school's signed as PRME member. That year was a year of transition and learning to ensure the preservation of EGADE's engagement with PRME.

In 2020, the COVID-19 pandemic hit the world and, as other Higher Education Institutions, EGADE Business School had to adapt

quickly to guarantee the continuity of operations while prioritizing the wellbeing of its community. The first step was to convert all courses to the online environment, it took a week to do this. Next, was the support of business leaders and other stakeholders. This was achieved through different means. One way in which we could support the wider community was offering timely information about the new virus with the help of the School of Medicine of Tecnológico de Monterrey. In addition, EGADE faculty members volunteered to give advice to business leaders through an initiative entitled "Ask the EGADE experts".



# ABOUT EGADE

## BUSINESS SCHOOL



**EGADE Business School**  
Tecnológico de Monterrey

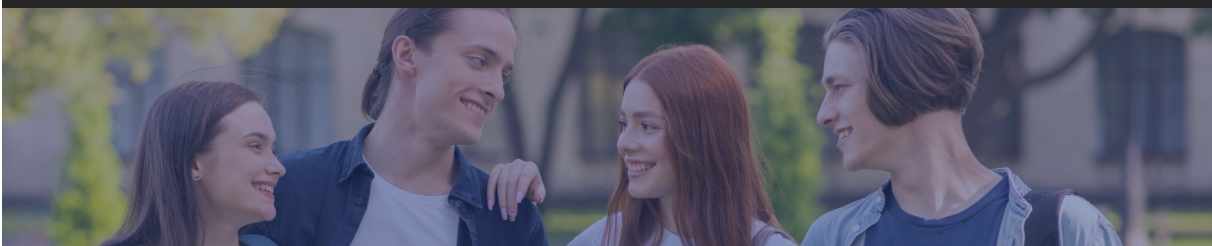
EGADE Business School is the Graduate School of Business of Tecnológico de Monterrey, Mexico. It offers 10 Master programs, one specialty in Digital Strategy and 2 Doctoral programs in business related areas to transform global leaders. EGADE offers its programs in four sites located in Mexico City, Monterrey, Guadalajara, and Queretaro, and one site located in Lima Peru, where programs are offered in a fly-in format in alliance with CENTRUM Graduate Business School.

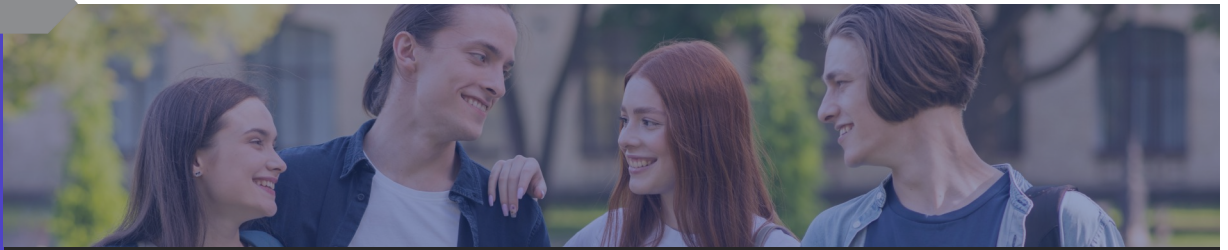
The quality and prestige of EGADE Business School's programs is recognized by the most important global accreditation agencies in business education including The Association to Advance Collegiate Schools of Business (AACSB), The Association of MBAs (AMBA), and European Quality Improvement System (EQUIS).

EGADE Business School is the leading Graduate Business School in Latin America and is

ranked at the top of numerous rankings. It has been ranked 1<sup>st</sup> for its flagship's programs, MBA and master's in finance as well as in Research Excellence by QS Global Rankings between 2018 and 2020. EGADE has also been recognized by Financial Times Global Rankings as the 1<sup>st</sup> MBA Program in Latin America with its Global OneMBA program and occupies the 19 position in Worldwide International Course Experience as well as 25<sup>th</sup> in Worldwide International Student Diversity. Five Palms of Excellence?

EGADE is a founding academic partner of the Global Network for Advanced Management, an alliance of prestigious and influential school of business across the world. This network is integrated by 31 international institutions dedicated to global business education, break paradigms in favor of cross-sectional innovation and worldwide impact.





Founded in 1943 from vision of Don Eugenio Garza Sada and a group of entrepreneurs, Tecnológico de Monterrey is a private, non-profit, independent institution that does not have any political and religious affiliations. Tecnológico de Monterrey operates thanks to the support of civil associations formed by numerous Mexican leaders who seek to advance the quality of higher education. The Mexican community also supports Tecnológico de Monterrey through philanthropic initiatives aimed to increase scholarship programs and fund infrastructure projects.

Nowadays, Tecnológico de Monterrey has 26 campuses distributed across Mexico and 18 international sites and offices. Tecnológico de Monterrey is positioned as the leading private university in Mexico with an enrollment of

more than 90,000 students, out of which 95 percent is enrolled at the undergraduate level and about 5 percent at the graduate level. Nearly 50 percent of students benefit from some kind of financial aid, including scholarships. Tecnológico de Monterrey's faculty comprises over 10,000 professors between full time positions which account for approximately 24 percent and part time positions.

Tecnológico de Monterrey has established formal collaboration agreements with 575 universities in 48 countries that enable the offering of various opportunities for internationalization to both faculty and students. Upon graduation, over 50 percent of students have benefited from these internationalization experiences.

# ABOUT TECNOLÓGICO *DE MONTERREY*

# PURPOSE & VALUES



The vision of Tecnológico de Monterrey for 2030 can be summarized as “Leadership, Innovation and Entrepreneurship for Human Flourishing”. One challenge to accomplish this vision is materializing the concept of human flourishing. To advance in this regard, in 2020, our institution defined strategic priorities that will guide our actions for upcoming years. Among these priorities, there is the development of a favorable environment for human flourishing.

Tecnológico de Monterrey wants to become an exemplar of sustainability and inclusive-

ness, as well as promote the arts and philanthropy. To do this, 5 projects were delineated: The promotion of students’ well-being, align insert university wide activities to Sustainable Development Goals (particularly those related to climate change), promote a culture of inclusiveness, diffuse the arts among the community, and promote a culture of philanthropy. At EGADE the priority of environment for human flourishing can help us strengthen the work we do in each one of the principles of PRME and Global Compact and help us advance these efforts.

One of the challenges we have identified is how to institutionalize these efforts and involve more members of our community in these initiatives. Our plans include establishing a committee and assign various roles to involve more faculty members. In addition, we plan to open a call to faculty members to promote their participation in working groups of PRME aligned with their research and teaching interest and promote working groups with our research groups to strengthen the impact of the call.





Tecnológico  
de Monterrey



EGADE Business School has made various efforts to enhance the development of Sustainability related competencies in its graduate students. One of the main initiatives of the 2019-2020 period was centered on the design of the new 2020 MBA and Master in Finance's curricula.

As part of an ongoing improvement process, the curricula for our MBA and Masters in Finance programs was due for an update

in the year of 2020. In this process, competencies for graduating students, courses to be offered, among other program characteristics were revised. The competencies defined for graduating students of the MBA program stated during this process included key elements related to sustainability which are: A focus on stakeholders' demands and needs, the creation of economic, social, and environmental value,

a systemic perspective, and human centered leadership. Aligned with the competencies that the schooled aimed to develop in its students, we increased the offering of sustainability-oriented courses with the addition of two elective courses, one entitled "Business Strategies for Sustainability" and another focused on the construction of business models based on Circular Economy.

# RESPONSABLE MANAGEMENT EDUCATION METHOD

The course of “Business Strategies for Sustainability” targets SDG 8, Decent Work and Economic Growth. Facing the “erosion of the basic social contract underlying democratic societies: that all must share in progress”, SDG8 attempts to underscore the need to create quality jobs and opportunities for everyone. Because the course of “Business Strategies for Sustainability” promotes a reflection of the implications of current capitalist economic system and offers concepts, tools, and practices its linkage to SDG8 is evident. In turn, the course “Construction of Business Models based on Circular Economy”, aligns with SDG 8, Decent Work and Economic Growth; SDG 9, Industry, Innovation, and Infrastructure; SDG 10 Reduced Inequalities; SDG 11, Resilient and Sustainable Cities and SDG 12, Responsible Consumption and Production. Since the 2020 program revision, our previous “Corporate Sustainability” course evolved to a “Responsible Leadership course”, preserving its focus, but expected to give more emphasis to the role of students in the pre-

sent and future societal impact of their organizations.

In turn, the Masters in Finance program underwent a similar review of its curricula. For this program, the course of Responsible Leadership as designed for the MBA program was included. However, every trimester, professors who teach this course go through an onboarding process where they are guided to strengthen the topics of sustainable finance, Environmental and Social Governances, among others, to make the linkage of sustainable and finance clearer and more practical to students. In our Finance Sciences and Administrative Sciences doctoral programs, we offered the course “Business Policy, Ethics and Corporate Social Responsibility”. This course aims to prepare students incorporate the sustainability perspective into their research as well as into their decision-making process. To do so, in this course we develop ethical reasoning skills and offer knowledge of various topics including social responsibility.

## EGADE MBA Summit 2019: Leadership and Corporate Sustainability

In 2019 EGADE organized a National MBA Summit, an immersive experience for the generation of ideas and projects that will transform which gathered more than 350 students, EGADE’s leadership team and MBA program leaders, 13 faculty and 4 keynote speakers at the Monterrey Site for 3 days, July 29, 30 and 31st. The Summit was anchored in two. Specifically, 198 students were enrolled in the Corporate Sustainability Track. This track was organized by professors Fernanda Concha, Consuelo Garcia de la Torre, Christiane Molina, Ezequiel, Reficco, and Alejandro Rios.



The track was tied to the course of Corporate Sustainability, which is a 6-session course, each session of 3.5 hours, offered during the summer term. The course was integrated with the National MBA Summit and combined different teaching activities with the conferences and networking events during the Summit. The track was structured in two parts, the first part offered students introductory lessons, a theoretical foundation, tools, and practice exercises on the basic subjects of Sustainability, this first part was held on July 25, 26 and 27, at their respective sites. The second part held during the Summit on July 29, 30 and 31<sup>st</sup>, was focused on the application of Sustainability concepts and tools to real life cases.

For the first part of the Sustainability Track, professors had some freedom to propose different types of activities, around core concepts that students would need for the second part of the track. During the preparation of the track, professors exchanged practices, resources, and received training from Professor Ezequiel Reficco on the case method applied to the cases that were selected. Leading faculty also defined common elements of the syllabus and aligned to communicate instructions to students in a similar manner, to avoid confusion.

For the second part, the team of professors leading the track chose two topics, Hybrid Organizations and Corporate Social Entrepreneurship. These topics were accompanied with two teaching cases, "Wok, A Sustainable Restaurant Chain?" And "For&From: Inditex Group's Social Franchise", respectively. All professors used the same technique for teaching with these cases and followed a unique structure in the 6 groups of students that were formed for the sessions held during the Summit. For the case about Work restaurant, Professor Ezequiel Reficco arranged a video conference with one of the owners of the restaurant, which was transmitted to all groups simultaneously as part of the epilogue of the case.

In addition, the professors leading the track agreed on a course project that was meant to raise awareness of local innovations that impact the Sustainable Development Agenda. The project selected was Aim2Flourish, which offers both faculty and students, with a clear methodology and is aligned with the objectives of the Corporate Sustainability course. Students were assigned to teams of four or three member, the diversity of the teams was enhanced through the inclusion of students from EGADE's different sites, Monterrey,

Mexico City, Guadalajara, and the fly-in site of Queretaro. A total of 50 teams were formed. During the first part of the track, all professors introduced the project and students begun working on it. Each team presented their Aim2Flourish stories during the last day of the MBA Summit. A total of 50 stories was produced as a result students' participation in the MBA Summit Corporate Sustainability Track.

.This Summit also enabled the interaction of MBA students and business leaders through their participation as keynote speakers. On the first day Fausto Costa, CEO of Nestlé Mexico, highlighted Nestlé impact in society through their Shared Value approach. Raquel Hernandez, Talent Strategy leader at Mercer Mexico, spoke about Leadership and Future. On the second day of the summit, students had the opportunity to listen to two additional experts. Alejandro Santiago, Ignixon Director, presented the topic of "Designing your Network with Purpose" and Professor Henry Musoma, Assistant Director at the International Business Studies Center of Texas A&M University, who gave a conference on "Potent Chaos: Leadership and Relationship Building". On the third, Jose Varela, CEO of 3M Mexico, closed the summit with a keynote speech on "The science behind innovation".



## Aim2Flourish: Sharing sustainability stories with the world

Aim2Flourish initiative has gained a central role in the offering of sustainability courses at EGADE Business School. Following Project-Based-Learning methodology, several professors have embraced the appreciative inquiry technique and the structure offered by Aim2Flourish as a core component of their courses. As

such, every year, guided by their professors, EGADE' students publish various stories from entrepreneurs and companies with innovative practices that aim to impact the SDGs through the Aim2Flourish platform. Next, we present the number of stories published during the 2019-2020 period.

|   | 2019 | 2020                               |
|---|------|------------------------------------|
| Number of stories published                                 | 92   | 36                                 |
| Number of students that participated                        | 299  | 125                                |
| SDG's showcased in stories published                        | All  | 2,3,5,6,7,8,9,10,11,12,13,14,15,17 |
| Number of stories recognized as honorees by Flourish Prizes | 5    | 2                                  |

Table 1

Every year, Aim2Flourish, and the Fowler Center for Business as an Agent of World Benefit, Weatherhead School of Management of Case Western Reserve University celebrate the stories that present outstanding cases of impact on the SDGs.

Stories developed by EGADE' students are among the honorees of 2019 and 2020. In 2019, 5 stories written by EGADE' students were among the 76 finalists of Flourish Prizes:

- Financial Support for Family Business Growth: about Genera Group based in Peru. Written by Yamil Adum, José Luis Velásquez Relayze and Daniel Dibos.
- Sanitation in Lima: about X-Runner based in Peru and written by Liliana Oyola, Lourdes Guerra and Claudia Suárez.
- Improving the Education in Peru: a story on Directv Peru written by Eduardo Galdo, Diego Pizarro Aquino and Luzamérica Calderón.
- “I build with you”: About CEMEX, headquarters in Mexico, written by Jessica Narváez, Bárbara Elizondo, Ricardo Cortázar, Sofía Ledezma, Yajaira Martínez and Diego Nájera.
- Producing Cement with RDF: another story about CEMEX, written by María Bojórquez, Roberto Chapa and Héctor Alanís.



These stories are written as final projects of Corporate Sustainability course offered at EGADE. Professor Consuelo García de la Torre guided the first four teams and Ezequiel Reficco the 5<sup>th</sup> team.

In 2020, two stories were recognized, one for SDG 10, reduced inequalities, and another for SDG 11, Sustainable Cities and Communities. These stories reflect the purpose and impact of PIXZA, a social empowerment platform disguised as a corn-based pizza restaurant that is based in Mexico City, and of

Mamut, a company in Bolivia dedicated to transform used tires into materials for construction. Students from EGADE - UNC Charlotte MBA in Global Business & Strategy, Sandra Moreno Almaguer, Alicia Fernández Martínez, Mirelia Ríos Barreras, and Tanya Ramírez Guzmán, who wrote PIXZA story were guided by professor Consuelo García de la Torre, and MBA students Joseline Galindo Delgado, Manuel Morales Ancira, Mauricio Rubio Martínez and Lucía García Garza, were supervised by Professor Ezequiel Reficco.

## Global Network Week on Social Innovation

In the context of the Global Network for Advanced Management which groups 32 top business schools from across the world, students at member universities can participate in Global Network Weeks that are international intensive learning experiences with a duration of six days. EGADE offers various Global Network Weeks (GNWs) among which there is one on Social Innovation.

Each university of the GNAM offers different activities among which GNWs are included. Thus, students from GNAM can register and attend GNW activities at the host university country. During 2019, the GNW on Social Innovation was held at EGADE Mexico City' site. Because of the COVID-

19 pandemic, in 2020, all GNWs were held in digital format.

During this GNW students participate in learning sessions with the instructors and prepare a project which is tied to the Aim2Flourish initiative described above. Participants of this GNW on Social Innovation have the chance to explore and know more about hybrid organizations, B-corporations, systemic thinking, and Sustainable Development Goals, among other topics, which special focus on Mexico and Latin America. Professors Ezequiel Reficco and Francisco Layrisse are co-instructors of this GNW.

|   | 2019 | 2020 |
|---|------|------|
| Students impacted by GNW on social Innovation | 21   | 24   |
| Number of participating universities          | 7    | 9    |

Table 2.

## Faculty Development

Faculty at EGADE are constantly working to offer highest quality learning experience. Nowadays experiential learning has become one of the teaching methodologies that have spread across disciplines and courses. Thus, developing and offering specialized training to faculty members is crucial to ensure that they have access to state-of-the-art teaching methods.

Starting the 8<sup>th</sup> of September of 2020, a course on Impact Metrics was offered to 19 faculty members of EGADE and Tecnológico de Monterrey Business School. The course was developed with the Mexican Alliance for Impact Investment (AIMX) and brought together instructors from institutions such as IRIS+, GRI, IMP, B-System, and the alliance itself. The objective was to prepare faculty who currently teach course on sustainability and Conscious Business on the basics of impact measurement. With a total of 7.5 hours, the course was divided as follows:

| Session | Topic  | Date          | Instructor      |
|---------|--|---------------|-----------------|
| 01      | Introduction to impact investment and theory of change | September 8th | Gabriela Lozano |
| 02      | IRIS+  | September 9th | Leticia Emme    |
| 03      | B-System, B-Lab  | October 7th   | Javier Herrero  |
| 04      | SDGs   | October 21st  | Gabriela Lozano |
| 05      | GRI  | November 5th  | Manuel Meneses  |
| 06      | IMP  | November 19   | Jo Fackier      |

Table 3.

As member of PRME EGADE Business School was exposed to the concept of “Sustainability Mindset” and the work of the group with the same title, led by Dr. Isabel Rimanoczy. In 2020, Isabel started collaborating with EGADE and developed a 3-day workshop to introduce faculty of EGADE and Tecnológico de Monterrey’s Business School to the concept and motivate that they not only experience the development of the mindset, but also seek and share new ways to develop it in students. The first group of this workshop was planned for February of 2021.

To close the section on methods, we need to reflect upon the challenges faced. One challenge is to

evolve from having sustainability and conscious business topics concentrated in specific courses, to reaching their inclusion across courses. This task is not a simple or easy one, it requires much effort from the school, its faculty and openness of the student community. One first step is to develop a basic offering of courses to faculty members independent of the courses they teach, to introduce them to sustainability and conscious business. An additional action is to promote the dialogue between faculty to share best practices and explore various manners to address these topics in their own disciplines.



# RESPONSIBLE MANAGEMENT EDUCATION RESEARCH

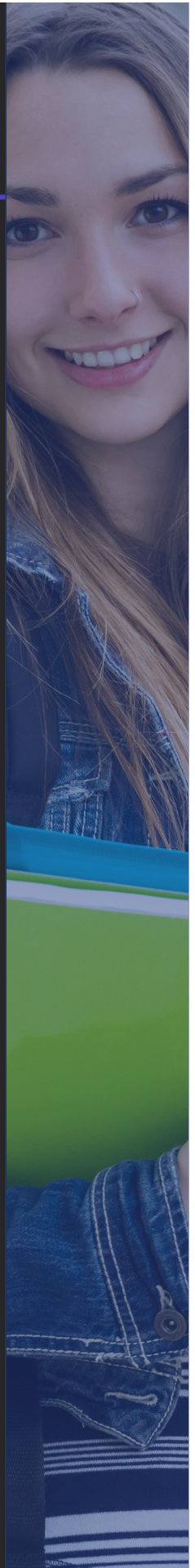
Tecnológico de Monterrey promotes research through the structure of Strategic Focus Research Groups. These groups bring together researcher and doctoral students to work on predefined topics. At EGADE there are 7 research groups, among which the Social Innovation and Sustainability Research Group is particularly aligned to Responsible Management. Between 2019 and 2020, a total of 12 professors were associated with the group which is led by Dr. Bryan Husted. In addition, there were 18 doctoral students supervised by 6 professors of

the research group. The students associated with the Social Innovation and Sustainability Research Group represent around 20% of the total of Doctoral students in EGADE's doctoral programs from both Mexico City and Monterrey sites. During the two-year period comprehended in this report, 3 doctoral candidates successfully graduated from their program: Oscar Ortiz graduated with the dissertation entitled "Identification of the co-responsibility zone as an element in the negotiation of the automation of human resource processes", supervised by pro-

fessor X; David Capistrán, graduated with the dissertation entitled "Recognition of Human Dignity through organizations: Its applicability and actions towards it", supervised by professor Y; and Eric Robles, who graduated with the dissertation entitled "An invitation for Latin America to Critical Management Studies: A Review and three empirical studies". Including these dissertations, the Social Innovation and Sustainability Research Group alone developed 39 products, which are divided as presented in Table 4.

|                                | 2019      | 2020 |
|--------------------------------|-----------|------|
| Academic research article      | 19        | 1    |
| Book                           | 1         | 4    |
| Chapters in book               | 2         |      |
| Doctoral theses supervised     | 3         |      |
| Newspaper article              | 3         |      |
| Proceedings                    | 4         |      |
| Papers in academic conferences | -         |      |
| Published case studies         | 6         |      |
| <b>TOTAL</b>                   | <b>39</b> |      |

Table 4. Research Output of the Social Innovation and Sustainability Research Group



Beyond the research group, EGADE Business School faculty associated in other research groups developed various products from scientific research that could be associated with SDGs. The categorization of such products is described in Table 5.

|                                    | 2019       | 2020       |
|------------------------------------|------------|------------|
| Academic research article          | 58         | 60         |
| Papers in Academic Conferences     | 14         | 11         |
| Papers in Professional Conferences | 1          | 11         |
| Doctoral Theses Supervised         | 7          | 11         |
| Other: Newspaper Article           | 22         | 131        |
| <b>TOTAL</b>                       | <b>102</b> | <b>224</b> |

*Table 5. Scientific Research Output Associated with SDGs*

## Research Challenges and Plans for the Future

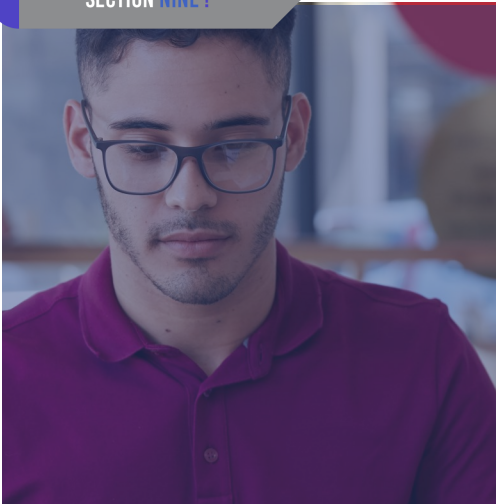
There are several challenges related to research on Responsible Management. First, we are aware that the categorization of research aligned with the topic is not directly performed by the authors. Thus, this categorization may not be entirely accurate. Second, although there have been some calls to promote the alignment of the school's research with the sustainability agenda,

no formal processes have been established to promote this as an institutional initiative. And third, the categorization is general in the sense that no specific SDGs are attached to these research projects.

Our plans to enhance research on Responsible Management include the following:

- Define research topics and priority SDGs for research at the school and link them to EGADE's Strategic Focus Research Groups
- Design and deliver training for researchers on SDG and research alignment
- Promote the labeling of research as related to Sustainability or Responsible Management directly by the authors in our researcher profile software

# PARTNER SHIPS



Working closely with diverse actors in society is a priority for EGADE, that particularly works closely with leaders, companies, and organizations. Some of the alliances and partnerships that EGADE has developed through the years are described next.

- **Global Compact in Mexico:** Since 2013 EGADE has been a member of Global Compact Mexico. In 2020, the former dean of EGADE, Ignacio de la Vega was appointed as member of the board for the period of 2020-2022.
- **ANDE:** The Aspen Network of Development Entrepreneurs (ANDE) appointed Professor Ernesto Amoros, as member of the board of the Chapter Central America and Mexico. Over 60 organizations are members of this chapter of ANDE and together aim to support small enterprises to grow and generate positive social and environmental impact.
- **The Alliance for Impact Investment Mexico (AIIMX):** AIIMX is a network of Mexican organizations that seek to study and develop impact investment in the country. AIIMX emerged in 2015 in Mexico linked to the Global Steering Group for Impact Investment. EGADE participates in AIIMX initiatives through its strategic and research committees.
- **Movimiento Congruencia:** A nonprofit organization established in 2004 in Monterrey that works on labor inclusion challenges that people with disabilities face. They have been partners with EGADE since 2014 to deliver +Talento program that helps HR personnel to develop capabilities for the design of labor inclusion projects.
- **Entrale, alliance for the inclusion of people with disabilities:** An initiative of the Mexican Business Council that aims to linking disposition, connecting opportunities, and changing paradigms to favor the inclusion of people with disabilities in the labor market of Mexico. They became allies of +Talento program in 2016 to deliver the program in Mexico City.
- **Business Associations in Mexico:** EGADE Business School works closely with the local business community and has ties with associations such as to the Mexican Business Coordinator Council (Consejo Coordinador Empresarial, CCE) and the Employers' Confederation of the Mexican Republic (Confederación Patronal de la República Mexicana, COPARMEX), among others.
- **CENTRUM Catholic Business School:** CENTRUM is the Business School of the Catholic University of Peru. Since 2018, CENTRUM and EGADE two of the leading graduate business schools in Latin America offer a double degree MBA program in Lima Peru.
- **IMEF:** The IMEF (Mexican Institute of Finance Executives) is an association of leaders in the financial sector of Mexico. EGADE partners with IMEF to advance the practice of finance.

The partnerships described above are only a few of the ones that EGADE Business School has developed through the years, the challenge today is to find new ways in which these relationships can generate novel projects with social impact. Another relevant challenge is to understand what are the problems that companies are facing when attempting to implement sustainability strategies and/or conscious business models in their organizations to help them solve them through training, research, for example. Moreover, it is crucial to strengthen the role of EGADE as a platform to support the economic recovery of Mexico that is based on the creation of shared value for all the stakeholders and principles that will lead us to a more just and prosperous future.

# DIALOGUE



EGADE actively promotes dialogue with all its audiences and throughout 2019 and 2020, different efforts enabled faculty to communicate with our stakeholders and keep them up to date with different subject matters. The message of our experts is delivered through interviews, news articles, news coverage, blog entries, editorials, etc., which saw a relevant increase from 2019 to 2020. In addition, in August 2020, the Business School of Tecnológico de Monterrey, launched a new podcast series entitled “Business Territory” (Territorio Negocios in Spanish), which is embedded in a University wide podcast channel. That year, 5 out of 19 episodes produced were dedicated to topics associated with shared value, regeneration, the role of women and sustainability.

|                               | 2019 | 2020 |
|-------------------------------|------|------|
| Media impact*                 | 62   | 235  |
| Estimated audience (millions) | 2.3  | 27.8 |
| Podcast episodes              | -    | 5    |

Table 6.  
\*Includes faculty interviews, news articles, blog entries, editorials, etc.



Another means of communication highly popular in 2020 was that of webinars which enabled school and community communication even during lockdown. In June of that year EGADE developed a series of webinars entitled EGADE Future Forums, available to the community for free during its live broadcast or

available on demand through the school's Youtube channel after the original broadcast. During 2020 at least 7 webinars were related to topics of conscious and social enterprises, sustainability, and businesspeople insights to deal with the economic crisis. These webinars are described next:

- Trends and Defies in the Consumer Good industry: With the participation of Silvia Davila, Danone's president for Latin America, and Reginaldo Ecclissato, Unilever president for the North and Latin American region and General Director of Unilever in Mexico. Panelists discussed the role of sustainability in their companies' strategy.
- Three scenarios to explore the future of energy: With the participation of Jorge Blazquez, Lead Economist for Power Renewable Energy and Carbon Markets en BP, and EGADE professor Rolando Fuentes. The development outlook for the energy sector in the world was the main subject of this webinar.
- Decalogue for the Economic and Enterprise Refoundation of Mexico: Following the publication of the Decalogue for the Economic and Enterprise Refoundation of Mexico developed by EGADE professors, a dialogue between business leaders was held in a webinar format within the EGADE Future Forum platform. The President of the Mexican Business Council (CCE by its name in Spanish), Carlos Salazar, Alberto Bello, Editor in Chief of Expansion Group, Maria Ariza, General Director of the Institutional Values Exchange (BIVA by its name in Spanish) participated in a panel moderated by then EGADE's Dean Ignacio de la Vega and commented on the content of the decalogue.
- Mexican CEOs Perspectives amid the Economic Recovery: A webinar with registration that aimed to raise funds for the "United for Education" fund was organized. Fernando González Olivieri, CEO of Cemex, Blanca Treviño, President and CEO of Softek and Eduardo Osuna, Vice President and CEO of BBVA in Mexico, discussed with Ignacio de la Vega their experiences as business leaders during the pandemic.
- Novel Opportunities for Mexico and USA: A conversation with Christopher Landau, former ambassador of the USA in Mexico, Jorge Torres, President of Federal Express in Mexico and alumni of the Global OneMBA from EGADE, and Ignacio de la Vega, to communicate to the business community what opportunities emerged from the new Free trade Agreement in North America even in times of crisis.

- Digital Strategy, Turning Challenges into Opportunities: Desmond Mullarkey, President and CEO of SAP México, María Pía Aqueveque, founder and CEO of Deep Tech CODE, and Gilberto Olavarrieta, director of Digital Programs at EGADE Business School talked about the current situation for businesses and how digitalization could help them face the crisis.
- From Words to Action, Companies in a Competitive and Sustainable future: This webinar reunited Javier Herrero, Executive Director of B-System in Mexico, Juan Carlos Pardo, Corporate Affairs Director at Nestlé Mexico, Richard Wells, President of the Lexington Group and Adjunct Professor at EGADE, and Professor Christiane Molina. In this webinar moderated by professor Molina, panelists commented on how companies could transcend the discourse to enable action and impact through their operations.

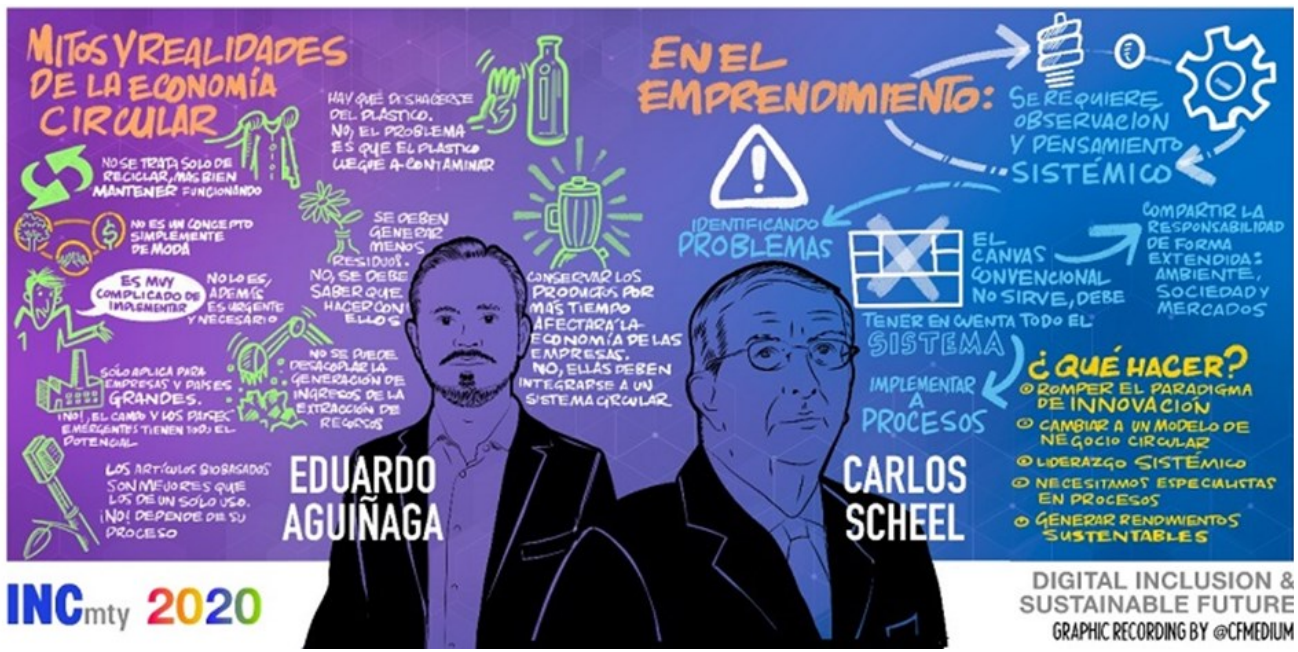
## INCmty

INCmty is a platform for entrepreneurs launched in 2013. Every year in November, INCmty organizes an entrepreneurship festival that serves as a gathering of actors that participate in the entrepreneurial ecosystem. In 2020, EGADE organized 2 sessions, one on Conscious Capitalism, entitled “The Journey to Conscious Capitalism” and another around the “Myths and realities of the Circular Economy”. “The Journey to Conscious Capitalism” session brought together professor Raj Sisodia, professors Maria de la Paz

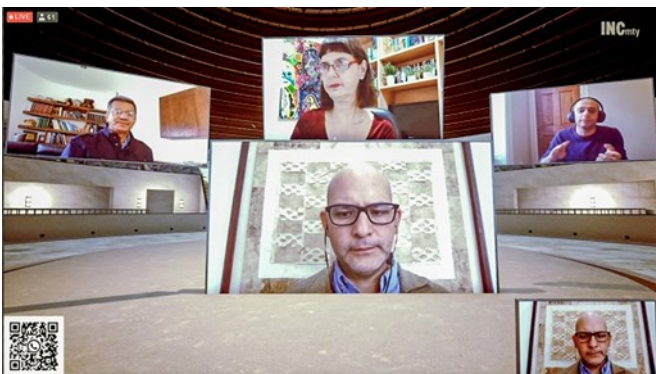
Toldos and Mark Wood, who led a book project on Mexican cases of Conscious Capitalism and Raul Romero, who is founder of Conscious Capitalism Chapter in Mexico. In turn, Emeritus professor Carlos Scheel and Professor Eduardo Aguiñaga, held a fireside chat to debunk the myths that exist around the concept of Circular Economy, highlighting the need for entrepreneurial projects based on the principles of the Circular Economy. The impact of these events is show in Table 7.

| Session                                     | Attendees (Live) |
|---|------------------|
| The Journey to Conscious Capitalism         | 352              |
| Myths and realities of the Circular Economy | 561              |

Table 7. Attendance to EGADE sessions at INCmty



During 2020 INCMty event EGADe, Eugenio Garza Lagüera Institute of Entrepreneurship from Tecnológico de Monterrey and Cantabria University organized the third International Encounter of Entrepreneurship Research that brought together 55 researchers from 14 universities representing Mexico, Colombia, Bolivia, Ecuador and Spain. The topic for 2020 was that of “Entrepreneurship for Human Flourishing”. The encounter comprised 28 presentations of research projects that ignited the discussion on the role of a more conscious entrepreneurship and promoted research on the intersection of entrepreneurship, wellbeing, and human flourishing. For instance, work presented evidenced a linkage between economic growth generated by entrepreneurship and life satisfaction.



In this encounter the panel “Alternatives to traditional entrepreneurial models focused on wellbeing and human flourishing”, was held with the participation of Matthew Guttentag, Director of Research, and Impct from the Aspen Network of Development Entrepreneurs (ANDE), Dafna Kariv, Professor at Adelson School of Entrepreneurship - IDC Herzliya, Jesús Campos, director of CIIESS at Universidad Iberoamericana. Panelists called for the integration of social and solidarity economy practices and research, and for more attention to SMEs.

## EGADE was present in other events such as the following:

- On October 5th, EGADE Business School launched the HeForShe Club. The launch took place during the online conference entitled “The role of women in public policy” delivered by Reyna Torres Mendivil, Mexico’s General Consul in Chicago.
- In 2020, professor Raj Sisodia, then Tecnológico de Monterrey’s Distinguished Visiting Professor, was keynote speaker at the National Convention of IMEF and spoke about the relevance of conscious leadership.
- Work Life Balance Forum 2020: This forum was focused on the topic of Conscious Leadership and promoted a change in organizations, particularly enhancing equal opportunities for women. This event was organized by the Mexican Institute of Finance Executives (IMEF) and EGADE. Professor María Concepción del Alto, director of the Master in Finance in Monterrey, welcomed participants, together with Sanjuana Herrera, president of IMEF board.
- International Human Resources Association in Mexico Conference, September 2020, with the participation of Salvador Alva, former President of Tecnológico de Monterrey and then Ignacio de la Vega, dean of EGADE at that time. During the opening panel, Alva and de la Vega exchanged ideas on the characteristics of leaders, highlight the need for conscious leadership and conscious culture. In this panel, de la Vega also spoke about the development of a Conscious Enterprise Center that would promote a change of consciousness in business leaders. The conference was held in digital format and connected more than 2,000 Human Resource leaders from Mexico.





## Ask the EGADE experts

To help the business community through the difficult times of the first stages of COVID-19 pandemic, EGADE in alliance with COPAR-MEX, launched Ask the EGADE Experts, a platform designed to provide answers to common problems and questions that emerged from the sudden economic crisis. Businesspeople could send their questions through the plat-

form and professors from EGADE responded in the form of short video capsules. Some of the topics address included the following: How to reconfigure office spaces, how to deal with the need to adjust salaries, how to prioritize during the crisis, credit alternatives, digitalization, and supply chain disruption among others.

ALTERNATIVE LEARNING

# Ask the EGADE Experts



En Ask the EGADE Experts respondemos las inquietudes de la comunidad empresarial ante las oportunidades, crisis y retos en su gestión del negocio. Las dudas son respondidas de forma breve y concreta por expertos y líderes globales en negocios.

Todos los emprendedores, directivos y ejecutivos están en constante aprendizaje y búsqueda de guía. Encuéntrala en EGADE Business School.

 DÉJANOS TU DUDA

## Videos



**Si necesito ajustar sueldos en mi empresa, ¿qué criterios debo seguir?**

 Jaime Martínez Bownes

Disminuir sueldos puede ser una acción estratégica, aunque temporal, para afrontar retos de liquidez en la empresa. Aquí explicamos cómo llevarlo a cabo.




**Cómo deben las empresas re-configurar sus oficinas físicas**

 Martha Corrales

Pasado el encierro, el regreso a los espacios de trabajo de la empresa dependerá de que éstos mantengan a tus colaboradores sanos, tranquilos y productivos. Aprende cómo, aquí.



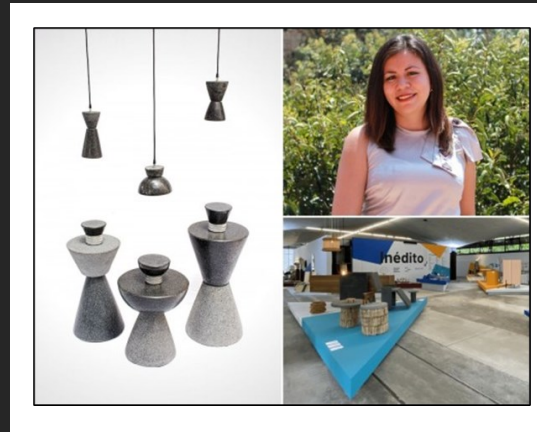
**A qué acciones dar prioridad en mi empresa durante la contingencia y después**

 Daniel Maranto

Ante el Covid-19 y sus retos económicos, obtendrás en este video un plan de acción inmediata para tu empresa, tanto en lo financiero, sanitario y operativo.

## Alumni Impact

Monica Camacho alumni from the Full-time MBA program was selected to participate in the 6th edition of Inedito, an event within the program of Mexico Design Week México 2020. Monica cofounded “La Cosita Chula” (The Beautiful Thing), a marketplace to promote Mexican handcraft. “La Cosita Chila” exhibited a piece entitled “Triada Cobata”, made by artisans from Tlajomulco, Jalisco, that symbolizes the power of women and their relevant role in society. “La Cosita Chila” connects more than a 100 artisans from more than 7 Mexican states with customers who are passionate about Mexican handcraft and value the work, thereby supporting fair trade.



## Alumni Relations

Aiming to support EGADE Business School alumni during the highest peaks of the pandemic, a series of conferences were organized. One such conference was delivered on September 24 of 2020. This conference by Professor Jaime Garcia Narro, dean of Executive Education, was entitled “Emotion and Anguish Management in Organizations”. In this conference professor Narro explained that companies and their employees had been experiencing increased levels of stress, anxiety, burnout, among others, during the pandemic. He also shared with alumni, advice on how to manage these emotions, for instance, avoiding multitasking, meditating

were a few practices that professor Narro recommended.

In the future, as we transition to the new normal, EGADE will continue exploring different formats to enable dialogue between the members of its community. In person formats will enable the creation of stronger bonds among students, faculty, business community, nonprofits, and other actors in society, whose role in sustainability is essential. Yet, we will also continue to use technology to enhance the reach of such spaces of dialogue, enhancing audiences’ participation.

# ORGANIZATIONAL PRACTICES



While EGADE Business School belongs to Tecnológico de Monterrey, it has a high degree of autonomy in terms of organizational practices. In the past, EGADE defined five strategic pillars: Innovation, entrepreneurship, responsible leadership, sustainability, and global vision. In 2016, a sustainability model was created to support EGADE's efforts to advance the sustainability pillar.

EGADE's sustainability model comprised four dimensions: Academia, wellbeing, physical infrastructure, and society. The dimension of academia refers to the assurance of the inclusion of sustainability topics across teaching and research activities. The dimension of wellbeing addressed the

need to build an environment of respect as well of the conditions for professional and personal development of the institutions' members. Physical infrastructure was included because EGADE's original site in Monterrey is located outside Tecnológico de Monterrey's campus, and as a result the management of the facilities represented a challenge that need to be addressed and an opportunity to embed sustainability in related processes. Finally, the societal dimension referred to the formation of alliances that would enable the reconstruction of the social tissue. For each dimension there were different projects as shown in the following table.

| Dimension of Sustainability Model | Priority activities  |
|-----------------------------------|--|
| Academia                          | <ul style="list-style-type: none"> <li>• Capstone courses</li> <li>• Global research networks</li> <li>• Academic committee</li> <li>• Social innovation research group</li> <li>• Ethics and sustainability contests</li> </ul> |
| Wellbeing                         | <ul style="list-style-type: none"> <li>• Health programs</li> <li>• Professional and personal development</li> </ul>   |
| Physical infrastructure           | <ul style="list-style-type: none"> <li>• Recycling</li> <li>• Universal access to facilities</li> </ul>  |
| Society                           | <ul style="list-style-type: none"> <li>• Partnership with non-governmental organizations</li> <li>• Volunteering programs</li> </ul>   |

The implementation of EGADE' sustainability model was overseen by SUSTENTUS, a center created in 2013 to promote sustainability in Mexico and Latin America. Since 2019, SUSTENTUS went through a process of transformation aimed to re-align its purpose to the new strategic priorities of Tecnológico de Monterrey and EGADE. This evolution was also a result of the new conditions of EGADE in terms of operations and organizational structure. By 2019, EGADE already operated in 5 sites, out of which 3 were located inside Tecnológico de Monterrey's campuses. In addition to new conditions in terms of facilities, the new school's structure of Tecnológico de Monterrey, enabled the extension of the reach of central processes such as talent management, who took full responsibility of topics like employee wellbeing and other topics like volunteering.

We envision great opportunities to leverage on Tecnológico de Monterrey's resources and capabilities developed around sustainable management. For instance, in May 2020, a new vice presidency of Inclusion, Social and Impact and Sustainability was created at Tecnológico de Monter-

rey with the intention of guaranteeing that the institution's decisions would always put people at the center and to strengthen its social responsibility. Inez Saenz Negreto was appointed to this role and since then has been leading organizational efforts to further advance sustainability in all areas of Tecnológico de Monterrey. Besides that, the Talent and Experience are constantly working on enhancing the wellbeing of Tecnológico de Monterrey's employees in all areas and at all levels. Some new practices include new benefits such as the chance to use a flexible bonus paid at the end of the year in the purchase of different tools like laptops or office furniture at preferential prices or improved healthcare plans.

While there are evident opportunities, there are also noticeable challenges, like the need to create a structure to enable EGADE to innovate in its sustainable management practices. This will be a subject to consider in upcoming months to help the institution to attain its purpose through tangible actions.

## Organizational Practices in the Times of Covid-19

Our report of our organizational practices would not be complete without reference to organizational practices that emerged during the pandemic that began in 2020. After analyzing the rise of COVID-19 cases, EGADE and Tecnológico de Monterrey were the first education institution in Mexico to close its campuses and turn to digital technologies to enable the continuation its services' offering.



The transformation took just a few days during which faculty were trained to develop basic technological skills. Throughout these days the institution was also able to secure the technological resources required, getting Zoom licenses to all its faculty members for example. A volunteer program called “Academic Buddies” was created among administrative employees to provide technical support to faculty during live sessions. Thanks to these immediate actions and the support of all the organization, Tecnológico de Monterrey was able to continue serving 32,000 sections lead by more than 8,000 faculty members (including courses taught at EGADE).

The university ensured job stability to all its employees and supported them in various ways. Equipment (including hardware and furniture) was borrowed when faculty members or other employees requested it. An offering of courses developed by Tecnológico de Monterrey and partnering institutions was also opened to the whole community. During the pandemic, many of our students’ families experienced challenges. To address the challenges related to their economic conditions, Tecnológico de Monterrey created a contingency fund, increased the scholarship fund, created new payment options, to offer financial aid to students and families whose source of income was

affected during the pandemic. In addition, the school. The school also froze tuition fees.

To address mental health of our community, the institution launched a platform called “Take care of your Mind” (Cuida tu mente in Spanish). In this platform, the institution shared content around the following areas: healthy mind amid lockdown, emotional support content and resources and content to create stronger bonds among community members. In addition, for active students and employees, an application called “Guide” (Orienta in Spanish) was created to provide medical, psychological, legal, and many other forms of advisory. These two new projects reinforced the already existing support line “WeCare” (or TQueremos in Spanish) that is also available.

Tecnológico de Monterrey’s Healthcare Sciences and Medicine School, Tec Salud, enabled the institution to offer relevant and timely information about the pandemic. Different means of communication were used, particularly webinars and internal magazine articles, but also included the development of a new section of the intranet and the application mentioned above.



To know more about EGADE Business  
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# CONTACT

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# INFORMATION