



EGADE Business School
Tecnológico de Monterrey

BUILDING SUSTAINABILITY INTO YOUR MBA PROGRAM

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www.egade.mx

PASSION FOR BUSINESS.
GLOBAL LEADERS.

Content

- Are MBA programmes similar across the globe?
- How do we weave Sustainability into our MBA?
 - Key competencies
 - Learning in practice / Applied Projects
 - Capstone course
 - Sustentus Center
- Conclusions

Are MBA programmes similar across the globe?

- **More than 80% of MBA programmes have as a core:**
 - marketing
 - finance
 - strategy
 - management /OB
 - Operations

Between 25% and 40% of programmes are requiring core courses that include Ethics, CSR or both.

Which are the main differences?

- **KEY COMPETENCIES**
Concentrations/Specializations
- **EXPERIENCES**



Key competencies

MBA Key Competencies: Insights from “Rethinking the MBA”

- 28 participating schools
- 225 in-depth interviews
 - 104 Deans
 - 121 Recruiters
 - 14 Countries
- 27 Focus Groups
 - 15 Academic Institutions
 - 21 with Corporate alumni
 - 4 with Entrepreneur alumni
 - 2 Students (not analyzed)
 - Approximately 152 Participants



- **Knowing and Thinking skills**

 - Integrative thinking

 - Critical thinking (decision making)

- **Doing**

 - Implementation and execution skills

 - Creativity, innovation, and entrepreneurial skills

- **Being**

 - Leadership development

 - Ethics, social, and human values

 - Personal development and self-awareness



In sum....

We believe in developing competencies that can impact **someone's life**... can impact the **community** and the **world**

Responsible Leadership that creates value:
Economic/Social/Environmental

Sustainability



How do we weave Sustainability into our MBA?

1. Clear definition of key competencies
2. Not only in a capstone course: transversally
Learning in practice/ Applied projects
3. Continuous Assessment
4. “Sustentus”: Center for Sustainable Development



Sustainability @ MBA

Every course in the MBA must be oriented towards Sustainability

Business Statistics
Accounting
of Economics
in Organizations
Financial
Management
Operations
Managemment
Entrepreneurship

Corporate Social Responsibility
Sustainability, Ethics and

Financial
Foundations
Human Behavior
Economics
Marketing
Strategy
Negotiations



Sustainability @ MBA: Capstone course

- **Mandatory course** for every master program in the School:
- Includes **applied projects** and **case studies**
- Students bring **experts/practitioners** on each topic.



Example: Assessment

- MBA competency: **Acting with ethical reasoning** and correspondence with **sustainable development**
- **Rubric** applied to a sample of MBA students while presenting projects in the Ethics and Corporate Social Responsibility course. It measures:
 - 1: "Stakeholders and decision making"
 - 2: "Analysis and decision making of ethical problems in business"
 - 3: "Ability to recognize issues of social responsibility."
- Recognize **student's strengths and weaknesses** in ethics and social responsibility in business.



Reporte de competencia de ÉTICA - MBA

Periodo evaluado: Enero- Marzo 2014

	Competencia
# 1	Actuar con razonamiento ético y correspondencia con el desarrollo sustentable.

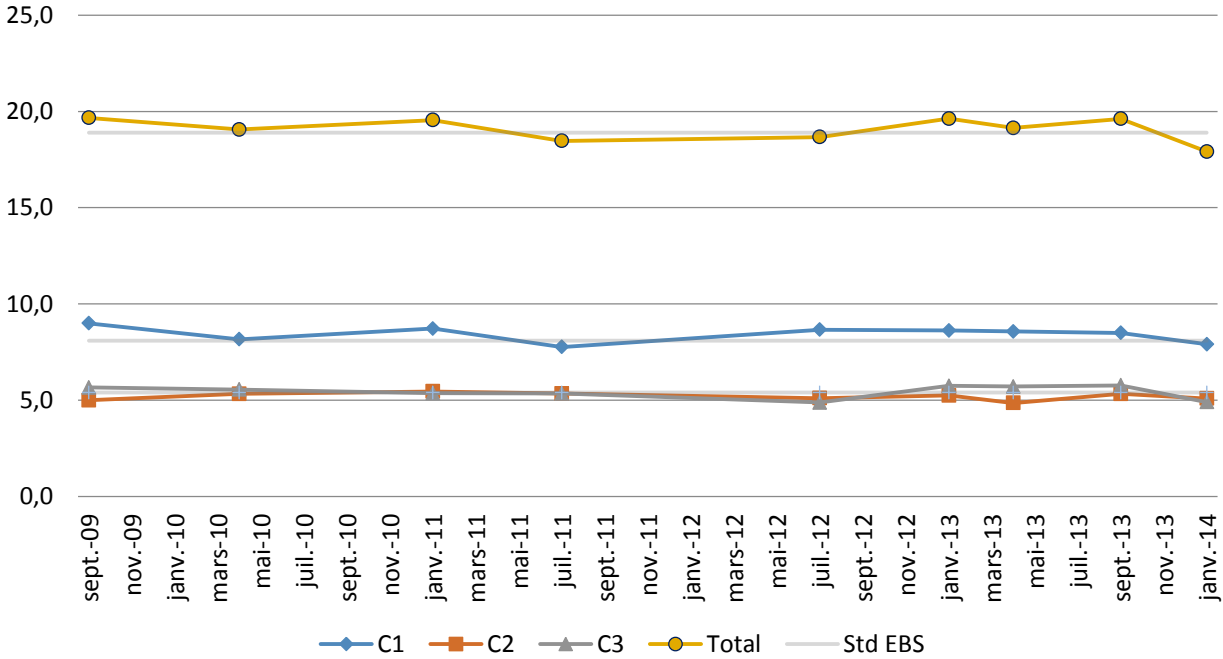
Meta	Método de assessment	Curso(s) en que se realizó	# alumnos evaluados	Responsable(s)	Resultados
Lograr puntajes de 9.0 para el criterio de C1 : "Grupos de impacto y toma de decisiones" y de 6.0 para los criterios C2 : "Análisis y toma de decisiones para problemas éticos en negocios" y C3 : "Habilidad para reconocer problemas de responsabilidad social"	Rúbrica	AD4003- ÉTICA, POLITICA EMPRESARIAL Y RESPONSABILIDAD SOCIAL CORPORATIVA	8	Dra. Consuelo García	C1: 8.6/ 9.0 C2: 5.3/ 6.0 C3: 5.8/ 6.0 Total: 19.6/ 21.0 (Ver anexo 1)

Discusión de los resultados

Los resultados demuestran que los alumnos han mejorado su desempeño en esta competencia pues los resultados de este periodo de manera global son superiores en comparación al periodo pasado (Septiembre-Diciembre 2012) obteniendo en promedio 19.6 puntos de un total 21.0. En detalle, el C1 se mantuvo estable en 8.6 de 9.0, el C2 paso de 5.1 a 5.3 y el C3 incremento de 4.9 a 5.8. Esto nos indica que la mayor fortaleza de los alumnos es el reconocimiento de problemas de Responsabilidad Social, pero es necesario continuar trabajando en el análisis y toma de decisiones para problemas éticos en los negocios, ya que es el criterio más débil.



Ethics and social responsibility





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SUSTENTUS CENTER

SUSTENTUS CENTER

- Promotes **research** and **transference of knowledge on Sustainability**
 - Thesis
 - Journal articles
 - Cases
 - Courses
- **Connected to the academic/private/social sectors**
- **“Walk the Talk”**



SUSTENTUS @ MBA

- Examples Cases in Harvard Business Review Collection:
 - **Coca Cola FEMSA's contribution to peace**
 - **CEMEX Mexico: The Path to Responsible Competitiveness**
 - **Let's Build Their Dreams: Danone Mexico and the Casa de la Amistad para Niños con Cancer**



SUSTENTUS – THE NETWORK

- FEMSA
- Social Development Secretariat in Mexico
- Social Enterprise Knowledge Network (SEKN)--Harvard
- ASHOKA
- Among others...



SIEMENS | Stiftung

FEMSA



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“Walking the talk”

Building a Culture for Sustainability

- Course
- Sustainability initiatives from collaborators at all levels



Conclusions

- Sustainability is a **core competency...value** and is **transversal** across disciplines.
- **It has to do with Responsible Leadership.....**doing business in a responsible way
- Bring **together** and **connect** different **social actors**
- **Sustainability** is **weaved and lived into our community,** not only into a program...not only into a course
- **But in all the Experiences...**



Creating **experiences**....

An experience occurs when something **memorable** happens, when you get **involved**...when you **participate**, when you **interact**... but most of all, when it **has an impact on your life**...on your job, on what you do.

They do not “just happen” ...create them... put together all the pieces...musical piece...note by note...



THANK YOU!

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APPENDIX



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Case Study: “Fomento Lechero”

- Sigma starts working with small farmers.
- Sigma creates the program: **Fomento Lechero** and invests large amounts of money on training them in better ways of producing milk, making the process more efficient. Sigma grew significantly with the program, it positioned itself as a one of the leading producers of yogurt and cheese nationwide.



Sustentus

Social Engagement

- Tutorials for “Jóvenes con valor” aims to help young people develop and lead social entrepreneurship projects.



Example



APASIONADOS POR LA VIDA.
ESPECIALISTAS EN ENFERMEDADES COMPLEJAS

Clínica 0-19:

- Background: Medical Clinic (Social enterprise)
- The problem: Attract also private patients
- Solution: the design of a brand strategy for the positioning of the clinic in the minds of private patients.



Students volunteering

- Christmas collection of toys
- Sharing smiles
- Casa hogar: Ser y Crecer



El Centro de Integración de Valor Económico y Social, (CIVES) y Unidos, Somos Iguales, organización enfocada en sensibilizar a la sociedad sobre niños y jóvenes con discapacidad, te invitan al voluntariado: Compartiendo Sonrisas.

"Ayudemos a aprender jugando"

Ven y apoya a niños y jóvenes de la Casa Hogar "Ser y Crecer" a desarrollar competencias como inteligencia emocional, trabajo en equipo y orientación a resultados a través de actividades basadas en el aprendizaje experiencial (campo de retos).



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