

CENTRUM Católica

CONTENT

1

MESSAGE FROM THE DEAN

Fernando D'Alessio
CENTRUM Católica's Dean
on PRME

2

ABOUT PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ (PUCP)

PUCP has been founded in
1917

3

ABOUT CENTRUM CATÓLICA

CENTRUM Católica is a
Business Center that belongs
to the PUCP and it has been
founded in 2000

4

HOW DO WE IMPLEMENT PRME IN CENTRUM CATÓLICA

CENTRUM Católica has
incorporated to the initiative
of the PRME in 2008,
since then CENTRUM has
implemented them.

5

FUTURE STEPS

We will concentrate our effort
to collect success stories,
celebrate early victories and
share testimonials of the
new leadership habits and
outcomes.

6

GREETINGS FROM PERU

United Nations Principles for Responsible Management Education



As a top-level academic institution devoted to the education of current and future leaders of Peru, CENTRUM Católica is voluntarily committed to engaging in a continuing process of implementing the Principles for Responsible Management Education, reporting the progress to our stakeholders and exchanging effective practices with other academic institutions.

From the 100 academic institutions in the whole world that subscribed to the Principles for Responsible Management Education, CENTRUM Católica is proud to be the only one to do so in Peru and one of the five ones in all Latin American countries.

We are committed to developing the necessary changes in order to answer to the new business challenges and opportunities in the 21st century.



PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

VALUES

Search for the truth

Respect for the dignity of people

Pluralism

Social Responsibility

Commitment to Development

Honesty

University

ABOUT PONTIFICIA UNIVERSIDAD CATOLICA DEL PERU

Pontificia Universidad Católica del Perú (PUCP) was created in 1917 being declared a national university in 1960, gaining autonomy and consolidating its vision. In 2007 PUCP turned 90 years old making the school one of the oldest and most respected in Latin America. PUCP now has more than 14 academic departments, more than 10 study fields and more than 25 hundred enrolled undergraduate and graduate students. The school plays a key roll in many areas such as research and development for innovation, engineering, law, art, political science, literature, and communications, among others. Also PUCP is built out of many centers and institutions such as the Cultural Center, Continuous Education Center, Philosophic Studies, Oriental Studies, Music and Dance Center, Human Rights and Democracy Center and of course or Business Center CENTRUM Católica. PUCP's vision consists in being the university that forms leaders in our country, and in being nationally and internatio-

nally recognized as an institution that promotes and fosters development. PUCP's values (from the foundations of the organization) are essential elements that forge the identity of our University, make it unique and consolidate its social presence.

Business Center

ABOUT CENTRUM Católica

CENTRUM Católica (CC) was founded in January 2000, with the new century. Its first MBA Program started in March 2001 together with the inauguration of the new building -the -"Citadelle" project- which was awarded the 2001 national architecture prize.

CC is convinced that in Peru the key for development, economic growth and sustainable management is EDUCATION. As a Business Center CC also understands that education has to be complemented with responsible management that can create sustainable value in our society and have an impact for creating a positive aura in Peru. Every enterprise that has a high potential business profile can be the answer to achieving the economic and social development that our country and region needs.

CC understands that this can't be achieved only with a traditional management model interested only in profitability and action share.

CC was appointed to Fernando D'Alessio to lead this project in a new, modern facility. CC was designed with an entrepreneurial perspective in mind and with an innovative matrix structure to meet the needs of the professionals and business community of Peru and Latin America. The Director General, as the founder and the one who has been appointed for an indefinite period, holds full operation and financial autonomy from PUCP

CC Advisory Board

INTERNATIONAL ADVISORY BOARD

The International Advisory Board gathers ones every year in Peru to discuss responsible management education, development and growth impact and strategy about new programs, research and markets for CENTRUM Católica. This Board has today 11 top experts that come from Academies in France, Spain, Mexico, Argentina, United States and Peru. The 11 experts belong to different schools as well. Here the list:

INTERNATIONAL ADVISORY BOARD

THE INTERNATIONAL ADVISORY BOARD (I)



Santiago Iñiguez
Dean, Instituto de Empresa (IE)
Spain



David Parcerisas
Chairman of the Board, EADA
Foundation
Spain



Pierre Tapie,
Director General, ESSEC
Business School
France



Gustavo Herrero
Executive Director, Harvard Business
Argentina



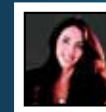
Walter Esquivel
Executive Director, William F. Glavin
Center for Global Management;
Babson College
United States



Jaime Alonso
National Director, EGADE
Mexico



Daniel Schydrowsky
Professor, Harvard Kennedy School
United States



Inés Temple
President, DBM
Perú



Fernando D'Alessio
Director General
CENTRUM Católica
Perú



Beatrice Avolio
Administrative Director
CENTRUM Católica
Perú



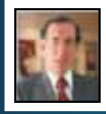
Clara Roselló
CENTRUM Aliances Director,
CENTRUM Católica
Perú



THE CORPORATE ADVISORY BOARD (I)



Alfredo Jochamovitz Sttaford
Asociacion Peruana de Empresas
de Seguros
Peruvian Insurance Association



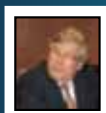
Oscar River Rivera
Asociacion de Barcos del Perú -
ASBANC
Peruvian Banking Association



Juan Varillas Velásquez
Asociacion de Exportadores del Perú
- ADEX
Peruvian Export Association



Miguel Rivera Aguirre
Asociacion Nacional de Anunciantes -
ANDA
Peruvian Adversiting Association



Hans Albert Flury Royle
Sociedad de Minería, Petróleo
y Energía Peruvian Mining, Oil
and Energy Association



Aldo Defillipi
AMCHAM Perú
American Chamber of Commerce



Carlos Canales
Camara Nacional de Turismo -
CANATUR
Peruvian Chamber of Commerce



Carlos Durand Chahud
Camara de Comercio de Lima
Lima Chamber of Commerce



THE EXECUTIVE COMMITTEE (I)



Fernando D'Alessio
Director General, CENTRUM
Católica
Perú



Ricardo Pino
Academic Director, CENTRUM
Católica
Perú



Beatrice Avolio
Administrative Director, CENTRUM
Católica
Perú



Alfredo Graham
CENTRUM Online Director,
CENTRUM Católica
Perú



Clara Roselló
CENTRUM Aliances Director,
CENTRUM Católica
Perú



Rubén Guevara
CENTRUM Research, CENTRUM
Católica
Perú



Percy Marquina
CENTRUM Future Director,
CENTRUM Católica
Perú



José Antonio Espinoza
CENTRUM Consulting Director,
CENTRUM Católica
Perú



Victor Alarcón
Marketing and Sales Director,
CENTRUM Católica
Perú



Julio Uriarte
Admission, Register, and Academic
Support Office
Director, CENTRUM Católica,
Perú



MISSION | VISSION | VALUES | ETHIC CODE

CENTRUM's MISSION

To contribute to sustainable development through the formation of globally responsible leaders inspired by ethical principles and Christian values. CC seeks to promote an international and holistic vision of business to a diverse group of students through an effective learning experience. This will facilitate the acquisition of knowledge, managerial skills, an entrepreneurial spirit, and the latest business practices, permitting them to lead their companies and organizations towards global competitiveness.

CENTRUM'S VISION

To continue to be recognized as the leading business school in Peru and to be ranked among the top five in Latin American business schools in strategic business administration before 2015, becoming a world class benchmarked organization, characterized by the high quality of its educational standards and the values inculcated in its students, and being recognized for its contribution to managerial development in the region.

CENTRUM's ETHIC CODE

Real compromise of all employees of CENTRUM Católica: Every worker should become an active speaker and example of the ethic code. His and her acts and words should be congruent with the schools values and principles.

About conflict of interests: No employee would receive benefits or payment from a third party. We reject any conduct that goes against school norms and own professional judgment.

About the school resources: Every employee has to take care of the school resources using them in an efficient way.

About information handling: All information should be used only for the purposes that have been created. The norm is to respect intellectual property.

About intellectual property: CENTRUM Católica declares that intellectual property is a person's right. All employees will respect author property and will work for a balance of interest between the authors and the user.

About work relations: Every employee should work in achieving professional excellence and the professional development of every working colleague.

CENTRUM's VALUES

The Foundation and the Uniqueness of the School lie in the search of:

- **Honesty**
- **Respect to the human dignity**
- **Pluralism**
- **Responsible Action**
- **Productivity**
- **Commitment to development**
- **Autonomy and Independence**
- **Solidarity**
- **Justice**

About professional development: As part of its mission, CENTRUM Católica offers every employee equal chance to develop personally and professionally depending on their capacity and results.

About the institutional brand: Every employee carries the institutional branding through which the represent the school and the community we are.

About the relation with suppliers: Suppliers are part of our stakeholders and the contribute in our effort to create value. This benefits both the supplier and the business school.

About freedom of thought and expression: Every employee has the liberty of thought and expression although it is understood that all behavior that goes against our values that affect moral or good behavior is considered a serious fault under no circumstance we will use our freedom of speech to denigrate third parties, the institution or its employees.

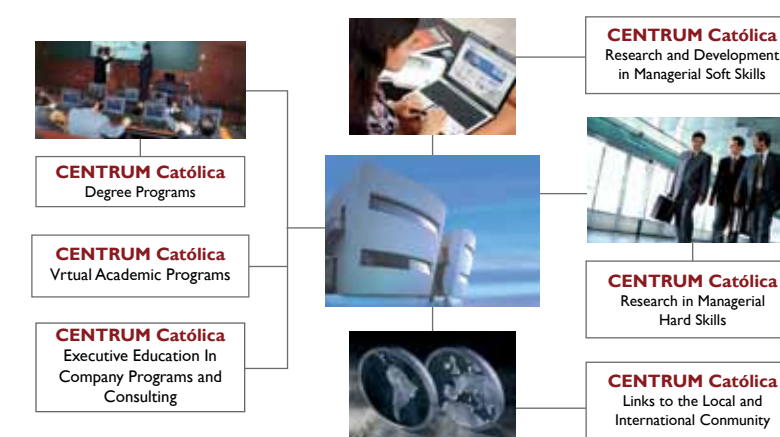
About environmental responsibility: Values and principles in CENTRUM Católica promote sustainable development and are key example of the academic and administrative activities.

About social responsibility: CENTRUM Católica promotes knowledge about principles and management models that contribute to business competitiveness.

Structure

Six Strategic Units

The organizational structure of the Graduate Business School is governed by the Executive Committee, which includes the Director General, the Academic Dean, the Administrative Director, and the six strategic units.



CENTRUM CATHEDRA

Is the degree-program business education unit. Several MBA programs and a researched oriented DBA program are the major focus of Cathedra. This is a strategic unit committed to preparing corporate executives, managers and leading business persons providing them with a high quality business education. A global and strategic vision of business is crucial in these programs that craft future leaders of the country and region. Modern periodically updated curricular structures are critical in this technologically supported activity. International mobility of students and professors, double degree bilingual programs, and an ethical and social commitment are pillars of this education.

CENTRUM CONSULTING

Is the non degree program business educational unit and a provider of corporate-problem solutions. Executive education, specialized certificates, and in company tailored programs are offered, providing a specialized training for business executives. Corporate relationships are established from short-term education to outsourcing the corporate university in this important activity. Applied research is another way to support corporations while also contributing to the creation of knowledge.

CENTRUM RESEARCH

Is one of the two pure research business units. The purpose of this strategic unit is the creation of knowledge in areas of economics, finance, operations, and commerce. Two centers are the ones that constitute this unit: Center of Financial Studies and Center of Economics, Commercial, and Operational Studies.

CENTRUM FUTURE

Is the other pure research business unit. The human being and the soft skills needed to craft the future leaders of the region are the focus of this unit. Future is in charge with supporting the development of leadership, innovative perspectives, entrepreneurial spirit, and strategic thinking people. There are four centers: the Center of Strategy, Competitiveness and Industry; the Center of Leadership and Managerial Attributes; the Center of Social Responsibility and Sustainability; and the Center of Entrepreneurship and Family Business.

CENTRUM ALLIANCES

Coordinates and promotes local and international agreements and strategic alliances with prestigious institutions, business schools and universities. It plays an important role within the corporate world acting as the bond with our stakeholders and building and reinforcing academic cooperation with institutions, students and alumni. This strategic unit has the responsibility to produce and publish scientific information and knowledge for diffusion on the local and international media. It produces the publications of the research production of the six research centers, the academic opinion of our faculty, national and international leaders of opinion, and the daily market financial and economic information. Its Center of Market and Economics Information is an important unit dedicated to this latter purpose.

Structure

Six Strategic Units

CENTRUM ONLINE

Delivers education through an Executive MBA Online that is designed to prepare students for the new era, in which the driving force is individual skill. The student of a Executive MBA Online Program, will develop its own leadership style based on solid foundations of methodology, practical experience and their own creativity and intelligence. The Master's Program we offer seeks the integrations of solid knowledge, experiences, the creation of opportunities, paradigm evaluation and modern business practices from the perspective of productivity, ethics and social commitment. We provide and international standard education in Strategic Business Administrations, which allows the student to become and excellent change agent.

Business Degree Programs

Five Degrees



Doctor in Business Administrations is a very prestigious program that it is based on the quality of the research of the candidates and the experience and knowledge of the professors. CENTRUM Católica is one of the very few in Latin America to offer a DBA Degree.



This is the only program taught in America, Europe and Asia. It has a modern curricula structure that allows the different business initiatives that are generated in different continents and commercial regions.



The international MBA is a double degree program that is taught between CENTRUM Católica and Maastrich School of Management - MSM, Calgary or Babson College. The program lasts 26 months and half of the curricula is taught in English.



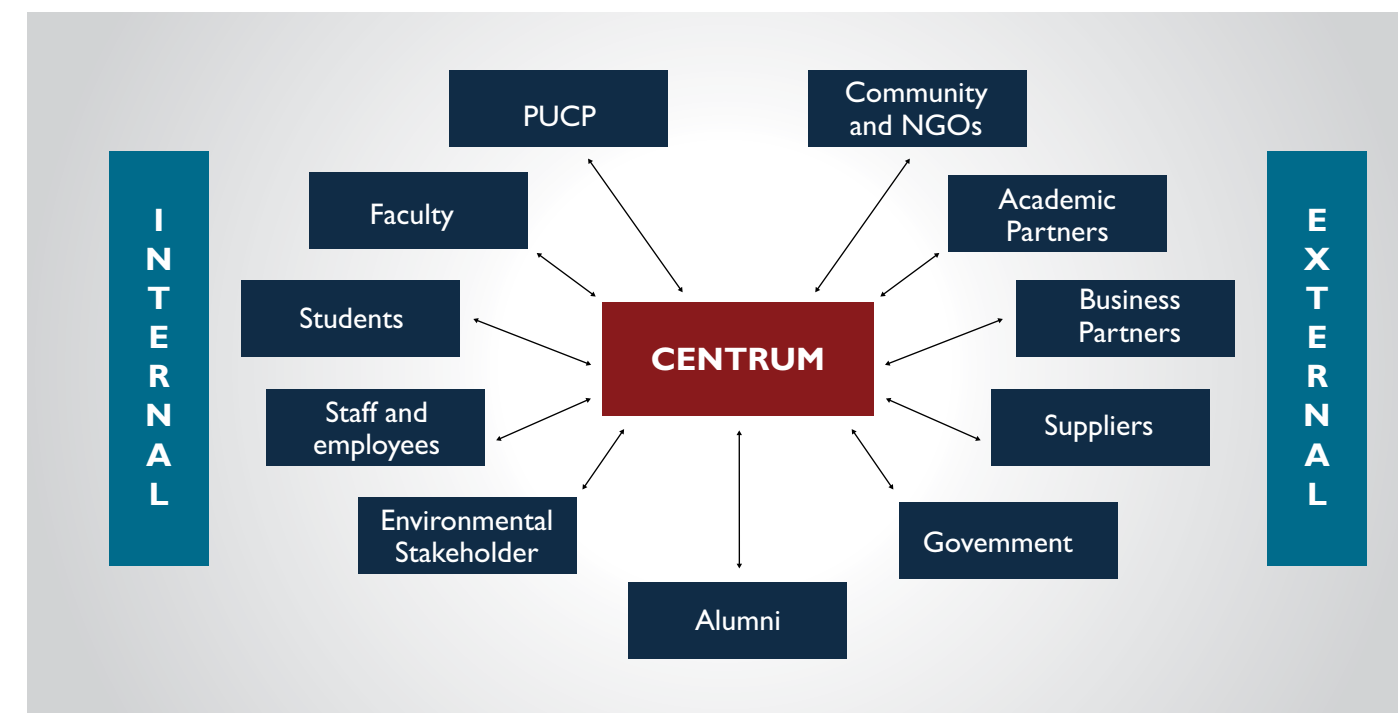
Energy MBA is created to understand how to generate value in energy field. The program is focused on the application of knowledge, techniques and best practices in order to ensure the management of hydrocarbon resources in the different industries.



This is a very prestigious program made for executives and business managers from Peru, the Latin American Region and the rest of the world. The managerial MBA is both delivered in a part time and a full time form.

Structure

Six Strategic Units



Stakeholders

FACULTY

To offer a challenging academic environment, to promote academic excellence, foster reciprocal relationships and strive for a efficient long enrollment, to create an environment for opportunities in academic and personal improvement, to promote the continuous knowledge creation and transferring to the students and business community and to promote PRME implementation.

ACADEMIC PARTNERS

To fosters reciprocal relationships, to strive for a efficient long term relationship, to contribute to the creation of common interest, to promote image to create knowledge, to transfer experiences and procedures and to promote PRME implementation.

STUDENTS

To bring management education at the highest international standard, to foster ethical and responsible management, to develop focus in global leadership, to offer a challenging academic environment, to foster competence-oriented management education, to promote

academic excellence, to promote entrepreneurship and value creation, to promote participation in research projects and to promote PRME implementation.

BUSINESS PARTNERS

To build a relationship guided by the challenge of the Global Compact Principles, to contribute effectively to educate and train managers under the GRLI and PRME guides and main goals

To increase the participation of the Peruvian business community in projects lead by CENTRUM and related to GRLI and PRME, to facilitate the participation of Peruvian corporations in the GRLI and PRME network, to develop knowledge and best practices on CSR and sustainability and transfer to our business partners.

PUCP

To fulfill the cultural values of CENTRUM's shareholder, to contribute to the Mission and Vision of PUCP, to promote PUCP image, to create knowledge, to transfer experiences and procedures, to secure administrative and financial efficiency.

STAFF AND EMPLOYEES

To enhance our sheer values and culture, to consolidate a community driven by their passion for the excellence and mission oriented, to promote creativity in a participative environment, to envision the highest standards in human capital management, to promote team working, to create conditions to facilitate in each employee their duties and high performance outcomes.

ALUMNI

To strength the Alumni community by facilitating their participation in CENTRUM's activities, to promote discussion and participation of Alumni in the design and improvement of our programs, to routinely receive comments about the managerial competences of our graduates with specific focus on leadership, ethics and sustainability, to seek ways to benefit our Alumni through our international network, to promote research and publishing in our Alumni community, especially in generating knowledge and best practices on CSR and sustainability.



PRME BY PRINCIPLES IN CENTRUM CATÓLICA

The PRME philosophy and framework has been incorporated in CENTRUM Católica as a top priority for the school. For each of the six PRME, CENTRUM Católica has created objectives and specific goals. From our strategic plan to everyday actions, CENTRUM Católica understands the importance and impact of and education based on responsible management. Each principle is described separately but is conceived as an integral approach for the school, students and its community.

Principle One

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.

To achieve this goal CENTRUM Católica has incorporated the PRME as a center of its strategic plan. This guarantees that students, faculty, staff and stakeholders learn and collaborate towards the PRME implementation. To help this, we have appointed a PRME Steering Committee and a team leader, Percy Marquina (CENTRUM Future Director) to be responsible on leading the PRME implementation plan. Also Mr. Marquina is responsible on the Academic Dean's report and reporting on PRME's implementation in regular courses.

Once done this, the PRME implementation needed resources, which we have allocated for both faculty and staff to support CENTRUM's active participation in PRME and GRI working activities mentioned on this report. We also have gotten expert assistance from GRI and PRME international teamwork. Another important action has been the active participation of CENTRUM's faculty in international conferences, seminars, roundtables and other events related to GRI, PRME and Global Compact.

Within the institutional planning we have also focused to implement the PRME in The Assurance of Learning (AoL) which is a comprehensive part of CENTRUM Católica's institutional planning and under constant checking and updating. After the corresponding appraisal, the results are compared to the institutional expectations in order to establish the appropriate actions and fill any gaps that may be identified.

The plan was initially developed in 2006 and in 2008; independent learning plans were elaborated for each of the MBA programs, having different target students. Thus, the Managerial MBA and the International MBA each carried out their own Outcomes Assessment Plans. New Outcomes

PURPOSE

Assessment Plans have been established for the Global MBA and the Energy MBA, which began in September 2007 and 2008, respectively.

The Outcomes Assessment Plan establishes goals (key program objectives) and objectives (intended learning outcomes) for each program, based on the CENTRUM Católica's Strategic Plan. This plan also establishes direct measures to assess the achievement of those objectives: Specifically, each Learning Plan consist of: Learning Goals (Key Program Objectives), Learning Objectives (Intended Learning Outcomes), Direct Measures (learning measures: course embedded projects), Indirect Measures (satisfaction measures), Assessment Sample and Period, Results of assessment, Analysis, Recommendation and Implementation (Closing the loop), Date of Implementation.

Also, since 2010, a new assessment system has been implemented in order to obtain a more integral look of the program's status; the assessment now comprehends two years and a half. Actions will be taken as the results are being gathered, nonetheless at the end of the mentioned period we will have a more complete picture of the program and will be up to make the necessary decisions.



Principle One

THE GLOBAL MARKETING COMPETITION

Global Marketing Competition is an international competition organized by Esic Business & Marketing School sponsored by the Banco Santander, aimed at last year and penultimate year degree students, post-graduate programme students as well as MBA or doctorate programme students from public or private institutions.

The participant has the chance to take decisions at strategy level about all the areas of the organization and demonstrate the theoretical knowledge learned in the classroom.

On July, 19th, after participating in the final phase of the Global Marketing Competition (GMC) in the city of Santander, Spain, a group of students from CENTRUM Católica won the second prize, standing out well against foreign institutions worldwide.

PURPOSE



Principle Two

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.



PRME have been included in every program as text and practice in curricula and academic activities. Programs included are DBA, MBA, Executive Education and In-Company Training Programs. All courses fully comply in delivering knowledge following PRME. Syllabi content in all programs, for example also include GRLI and CSR concepts. The Academic Dean leads the working groups structured according to our six academic areas.

CENTRUM's Ethics Code is a result of this principle. Its design, content and implementation are reflected in the twelve paragraphs of the Code and described at the beginning of this document. The Code of Ethics is well followed by all faculty and staff.

CENTRUM Católica, through its active response to the global call to business schools to encourage business social responsibility, has become a leading figure in Peru in the dissemination of the concept and practice of business social responsibility. In 2007, it became one of the first 50 business schools to adopt the Principles for Responsible Management Education (PRME) and develop an implementation plan, and it is a signatory of the UN Global Compact. CENTRUM Católica has been an active member of the Globally Responsible Leadership Initiative (GRLI), which aims to promote understanding of globally responsible leadership and to develop its practice.

In fulfillment of the PRME, CENTRUM Católica has incorporated business social responsibility content into all its courses, including the ethical analysis of business, corporate governance, the development of organizational culture guided by social values, the design and implementation of strategic plans that ensure competitiveness and sustaina-

Values

bility of business and the development of business models aimed at the base of the pyramid. Case studies and literature covering topics of ethics, social responsibility and environment stewardship are used throughout its academic programs. Students are encouraged to use topics of social impact in their thesis work and proposed cases.

CENTRUM Católica's MBA core curriculum contains a full-term required course called "Ethics and Social Responsibility." The main objective of the course is to provide participants with knowledge of the principles and strategic management tools of business social responsibility for proper and effective decision making. It also seeks to reflect on business decisions from the perspective of ethics and social responsibility.

Extracurricularly, CENTRUM Católica has also undertaken a number of social entrepreneurship initiatives. CoRAs (Communities of Responsible Action) have been organized, for female business leaders, and for small and medium-sized companies, whose members meet on a bi-monthly basis to discuss how to put the GRLI into practice in their businesses. CENTRUM Católica's "Adopt a micro enterprise" project helps small businesses get started with a focus on social responsibility, sustainability, and eco-friendliness. CENTRUM Católica is allied with Ashoka to develop social entrepreneurs and global citizens so they may view themselves as agents of change. CENTRUM Católica is also a member of the Business in Development Network, an organization that promotes global investors, helping to stimulate entrepreneurship and economic growth in emerging markets. Additionally, First Tuesday Lima, sponsored by CENTRUM Católica, helps entrepreneurs and investors meet in a social atmosphere to exchange ideas and find partnerships.

CENTRUM Católica thus seeks to train professionals who will have a positive impact on strengthening the structure of values and who will proactively address the challenges of present and future society, thus becoming champions of the universal application of the Principles for Responsible Management Education.

The ultimate goal is to have a range of postgraduate educational and research programs that create synergies and so, contribute decisively to the formation of a new corporate culture that, hand in hand with business social responsibility and environmental protection, contribute to concrete actions towards the achievement of sustainable development.



Principle Three

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

To create an educational framework we have published the PRME in all institutional material, we have posted the PRME in all classrooms and principal areas of the Campus. We have also created material such as business cases, lectures and key subjects in each MBA program with responsible management or corporate social responsibility issues. We also enforced environments within the school that enable effective learning-experiences for responsible leadership.

There are other documents that include PRME like the Student's Rules and Regulations or their studying material which every student starting any regular program at CENTRUM Católica receives.

Each student also receives with his or hers diploma, a CENTRUM's Certificate declaring that the program and knowledge received during their study is delivered in accordance with PRME and every year at every commencement ceremony, in the welcome speech, the PRME commitment is mentioned by the Dean.

PRME is posted in all classrooms and principal areas of the Campus. The PRME is in all institutional material including Web, books, banners, magazines and media.

We have included PRME in CENTRUM Quality procedures (ISO standard). Course evaluation survey. Every course is regularly evaluated by students and now the survey contains specific measures on PRME.

Samples

PRME signs with description of each principle in every classroom.

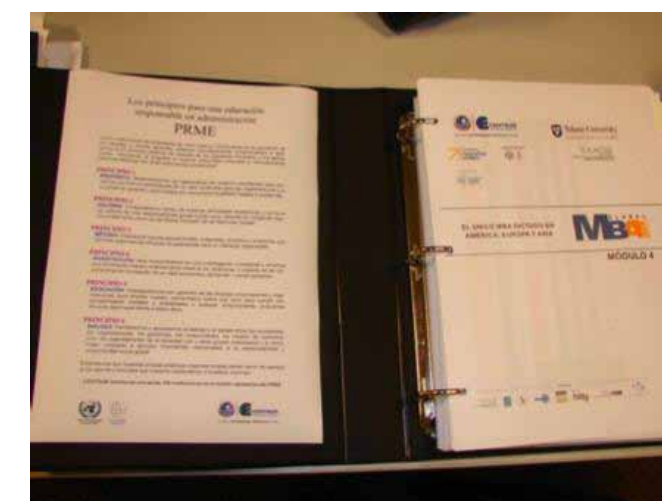


PURPOSE

PRME logo in Web Page



PRME printed in every course material



PRME in Director Office



Plus at every commencement ceremony, in the welcome speech, the PRME commitment is mentioned by the Dean.

Principle Four

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.

Research is the key to understand corporations, gather data and increase knowledge for our classrooms. To actually engage with a company or specific corporate issue helps put into practice the principles and ways to approach solutions and criteria on how to solve these issues. With this in mind we have divided research in CENTRUM Católica into six centers: a) Financial Center, b) Economic, Industrial and Social Studies Center, c) Competitiveness and Market Research Center, d) Strategy and Leadership Center, e) Entrepreneurship Center, and f) Social Responsibility and Sustainability Center.

Different publications have come out of these centers such as:

- Crisis: An Analysis of the International Economic Crisis and Perspectives from Peru (2009)
- Routes to a Better Peru: What to Do and How to Do It (2010)
- Index of Regional Competitiveness in Peru (2010)
- Special edition of *Strategia* magazine about competitiveness (2010)
- Competitiveness and Development (2011)
- Partnership with IMD in World Competitiveness Yearbook (annual)



CRISIS: an analysis of the international economic crisis and perspectives from Peru), published in 2009.



Routes to a better Peru: What to do and how to do it, published in 2010

RESEARCH

Gerencia al Día collection books



Between 2004 and 2010, more than 60 titles were published. The books are distributed to approximately 1,200 libraries worldwide.

Three books were published in 2010: *Lineamientos estratégicos para la exportación de menestras en el Perú*, *Estudio cualitativo sobre el comportamiento del consumidor de vinos de Lima* and *Cómo desarrollar el comercio electrónico en el Perú*.



Strategic Plans (PEA)

During the last five years, CENTRUM Católica has developed more than 380 strategic plans, contributing to improve management in Peruvian organizations, industries, economic sectors and regions.

Regional Strategic Planning

CC is developing strategic plans for Peru's 26 regions, based on the Strategic Process Methodology developed by Professor Fernando D'Alessio. These studies will be handed to the regional governments for implementation, improving the competitiveness of the country.

Principle Four

Our Research Capability: Completed / Ongoing

- Camones Case Study
- Occupational Segregation
- Networks for decision making in marketing
- Colonizers to Citizens
- Barriers to Internationalization
- Peruvian Managers CSR - ISO 26000
- Peruvian Managers CSR - Stakeholders
- Mental Models CSR of Stakeholders
- A systemic approach to evaluate mental models of different stakeholders when valuing CSR behavior of Spanish companies in Latin America
- Transformational leadership in Peru
- The Social Responsibility of the Consumer
- The ethical guidance and attitude of the MBA students
- Brand personality (different countries)
- Social Responsibility – a pending task
- Book on CSR Case Studies
- National situation of CSR in Peruvian organizations
- Innovation Management
- CSR Benchmarking
- Status of the rural woman in Peru
- Guidelines for successful experiences of development projects
- Conjoint Analysis in marketing
- Responsible Competitiveness Index
- Social Responsibility and Its Challenges regarding Discrimination and Exclusion in Income Inequality by Gender and Ethnicity
- The influence of CSR in the Colombian consumer behavior
- Proposal for a responsible management of dangerous waste materials
- Responsible Consumption of Tourist Services
- CSR Lifestyle segmentation in Peru
- Responsible Consumption Index
- CSR and Financial Services
- CSR and consumption of products of low emotional involvement
- Estimation of the values associated with CSR in Peru
- Access to drugs and CSR
- Imaginative leadership
- Co-opetition
- Building the Creative Organization
- Safety, quality of life and competitiveness
- Impunity and Underdevelopment: Peruvian Justice
- Strategic Development of small enterprises (EU-LA.)
- Policies for sustainable development of the region La Libertad (SSDM)
- Mental Models CSR of Stakeholders
- Systemic Methodology for Developing and Maintaining a Dynamic Balanced Scorecard

RESEARCH

- Intelligent Decisions Room using SSM and Artificial Intelligence: A Peruvian Experience
- Soft System Dynamics Methodology: Towards an Agency/Structure System Dynamics Practice in the Context of the Social Sciences
- Unfinished Businesses
- Why Business Schools Should Listen Literary Critics
- What is Evil and How it Affects Organizations
- Book: The Strategic Process
- Case study: Strategic CSR
- Case study: Strategy and Leadership











Principle Five

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 factor of success. PRME guides this interaction with business, other institution and stakeholders in general. CENTRUM

PARTNERSHIP

Católica works to improve management in business and in the classroom through education and network. It also incentives the cooperation and collaboration between partners. This interaction facilitates the activities and methodologies that should be carried on, with each partner.

| Partner | Logo | Description | Activities |
|---|---|--|---|
| First Tuesday |  | Think Tank to promote entrepreneurship culture in an after office ambience that gathers the first Tuesday of every month. It represents a space to meet investors, business partners and new ideas. | CENTRUM Católica is the official sponsor that empowers the event every month. |
| Invertir Instituto de Empresa |  | Invertir Institute promotes investment for small and medium business. Each year INVERTIR promotes Angel Investment through business challenges | Business Plan Competitions Consultancy work Mentorship Programs |
| Asociación de Mujeres Empresarias del Perú (AMEP) |  | The Association for Entrepreneur Women in Peru (AMEP) is a solid organization that gathers more than two hundred woman that have a business or looking to launch one. AMEP works together with CENTRUM Católica to promote the entrepreneurial spirit within woman. | CORA workshops, seminars and class. |
| Red de Investigación, Desarrollo e Innovación (IDI) |  | This network works for Research, Development and Innovation. Its a network of five universities in Peru that look into their faculty to find new business ideas, patents and innovations, through research or collaboration. | Red IDi and CENTRUM Católica organize innovations workshops and lectures. We also integrate faculty with market. |
| Ashoka Innovators for the Public |  | Ashoka is the global association of the world's leading social entrepreneurs, both men and women, with system changing solutions for the world's most urgent social problems. Since 1981, Ashoka have elected over 2,500 leading social entrepreneurs as Ashoka Fellows, providing them with living stipends, professional support, and access to a global network of peers in 70 countries. | Ashoka works with CENTRUM Católica with the objective to transform the paradigm that social entrepreneurs should work with money from international cooperation to working with money from their own business management. |
| Centro de Apoyo a Mujeres Emprendedoras (CAME) |  | The Center of Support to the Entrepreneur Women (CAME) develops manuals and guides to support women from emerging countries. CAME also assess and follows each new business ideas that women develop. | CAME and CENTRUM Católica have created a whole community of entrepreneur women that bring their business ideas into real business. |
| Business in Development (BiD) |  | BiD Network has an international mentor program that acts with INVERTIR and CENTRUM Católica. | Business Challenge Competition every year. |
| Family Business Network |  | The Family Business Network has a Peruvian chapter that looks to gather all family businesses that are in the country. | FBN and CENTRUM Católica unite to support the Family Business creation and conservation. |

Principle Six

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

In our continued mission to communicate and engage our entire community to the Principles for Responsible Management Education (PRME) we have organized a workshop day for faculty. All members had the opportunity to talk and discuss social responsible issues in management and educational competencies that faculty required to communicate the impact of examples chosen in class and discussion guidance.

Best Practices in Leadership: A Global Perspective. As part of the celebration of the tenth anniversary of CENTRUM's Católica campus, the first and second of March we held an International Conference called Best Practices in Leadership: A Global Perspective.

More than 650 participants were there the two days of the conference, same that was broadcasted over the internet where we had more than 60 thousand visits.

International speakers with a high level of experience on Leadership and Education participated in this conference, touching topics such as Are Leaders Born or made?, Are Business Schools the Place to Craft Leaders?, Global Responsible Leadership, The Links of Global Leadership and Strategy and Accreditations: Are Social Responsibility and Human Soft Skills Being Audited in Business Schools Processes?.

Among the speakers we had Richard Sorensen, Dean, Pamplin College of Business, Virginia Polytechnic Institute and State



DIALOGUE

University; Jerry Trapnell, Executive Vice President and Chief Accreditation Officer, AACSB International; Gregory Bruce, Dean Emeritus, School of Business Administration, LaSalle University; Santiago Iñiguez, Dean, IE Business School; David Parcerisas, President, EADA Foundation; Gustavo Herrero, Executive Director of Harvard Business School Latin America Research; Walter Esquivel, Executive Director, Global Programs and Partnerships, Babson Enterprise Education; Daniel Schydrowsky, Robert F. Kennedy Visiting Professor of Latin American Studies 2009-2010, Kennedy School of Government & David Rockefeller Center for Latin American Studies, Senior Fellow, Mossavar-Rahmani Center for Business & Government, Kennedy School of Government, Harvard University; Adolfo Chiri, President Cambridge Insight LLC in Boston, Massachusetts, and Professor of CENTRUM Católica; Fernando D'Alessio, Director General of CENTRUM Católica; Percy Marquina, Director of CENTRUM Future; José Antonio Espinoza, Director of CENTRUM Consulting; Piero Morosini, Director of Strategy and Leadership Center of CENTRUM Católica; Vanina Farber, Professor of CENTRUM Católica; Alfredo Graham, Director of CENTRUM Online; and Percy Marquina, MBA Program Director of CENTRUM Católica

SEMANA INTERNACIONAL 2010 (International Week)

Every year in September, hundreds of students, professors and researchers from all over the country and the world gather in CENTRUM Católica to discuss relevant issues on management, social responsibility, leadership among other issues. This year was the V International Week 2010 on *Management Challenges for Latin America*.

The success of this event is based on the quality of the discussion and allows participants to learn from the research subjects, advancement and applicative innovation.

The subjects treated this year where mainly related to corporate responsibility within business and banking risk, strategies in uncertain context, innovation in the administration of operations, fusions and acquisitions in Latin America, Strategic Dynamic Planning, Building Champion Business Teams, Peruvian Reality, New Business Strategies. Participant also had the chance to visit different Peruvian and multinational business in Lima.



THE GR LI PARTNERS' CALL FOR ACTION - CENTRUM'S HOMEPAGE

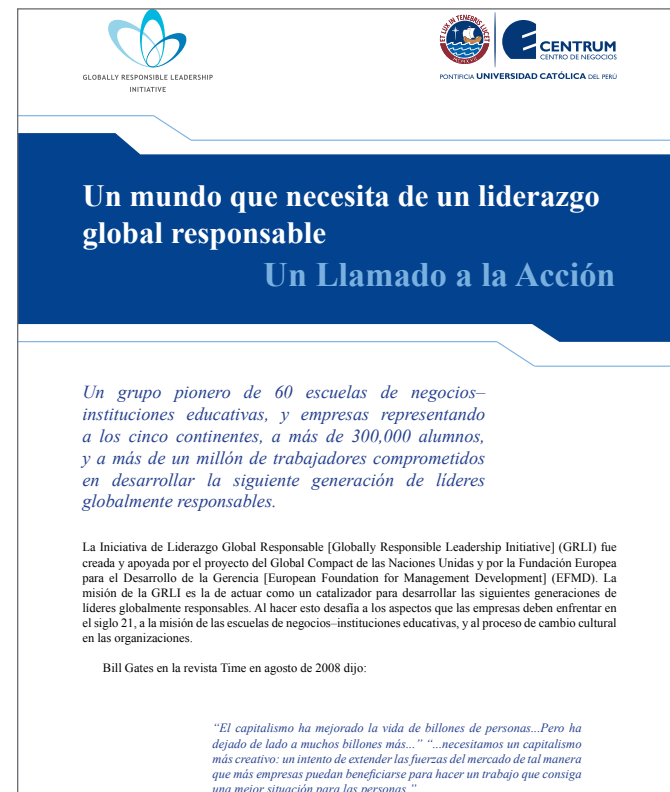
CENTRUM Católica's commitment is to support the GRLI manifesto and to invite our stakeholders- students, alumni, and Peru's business community- to join and express their support. For that purpose the GRLI manifesto, translated into Spanish, has been diffused throughout our community by different means:

On the Home and News pages of the **CENTRUM Católica website**.

The **CENTRUM** Católica online newsletter, **CENTRUM @I Día**, sent daily to 35,000 contacts.

The **CENTRUM** Católica magazine **STRATEGIA**, distributed to 11,000 contacts in December 2008- January 2009. An interview of our Director General on the **Channel N television** program "Mundo Empresarial," during which he presented the GRLI manifesto.

A **promomail** to all our stakeholders inviting them to express support for the GRLI manifesto at:



Strategia Magazine

A business magazine with information on modern management and analysis of the most important aspects of the current national and international economic situation, with a global and strategic outlook and framed by the principles of social responsibility.

Its international section is a product of a collaboration agreement in 2009 with Spain's Instituto de Empresa.

Strategia digital version is distributed to more than 50,000 people



GRLI "Call to Action"

CC has organized two CoRA, one of female business people and another of small and medium-sized companies. The local members of these communities meet on a monthly basis to discuss how to put the GRLI into practice in their businesses. CC has facilitated the creation of an internet-based platform, called MAHA-DA, containing relevant information that can be shared among the members of the CoRA. CC is also establishing strategic partnerships with major local enterprises with the goal of implementing the Globally Responsible Leadership Initiative. Its first partnership is with the Banco de la Nación, with which CC is currently developing a number of BSR projects. A second strategic GRLI partnership is being designed with Petroperú, the public petroleum company in Peru.

SEMINARS

For example roundtables with external stakeholders to reinforce jointly effective approaches to meet PRME objectives such as the creation of Code of Ethics for the Association for Peruvian Business Woman and its members.

MEDIA

Or incorporating business partners to advance in GRLI such as Banco de Crédito del Perú, Grupo Editorial El Comercio, Caritas.

Adopt a Micro-Entrepreneur programme

In this programme MBA students may adopt a small business for a period of four months, during which time the student applies his business knowledge to the small business while simultaneously learning the realities of starting a small business and about the country's social sectors that spawn many small businesses in Peru.

Published an **academic journal** (since April 2008) written exclusively in English called the Journal of **CENTRUM Cathedra**.

- CC has already published four editions of the Journal of CENTRUM Cathedra, which have been distributed to the best libraries and business schools around the world.

Participated in the **Burkenroad Reports programme of Tulane University** (since 2008)

- It produces investment research reports about publicly held small and medium size Peruvian enterprises (SMEs) and corporate project reports for local companies.
- The corporate project reports are used for investment decisions by company management and for presentations to banks and potential investors.



Faculty and Staff Involvement in Public Affairs

Much of the community service activities by CC faculty members involve service as advisors or being consultants to various organs of the Peruvian government, including:

- Ministry of Foreign Trade and Investment
- Ministry of Industry and Commerce
- Ministry of Economy and Finance
- Ministry of Natural Resources
- Ministry of Agriculture
- Ministry of Health
- Ministry of Energy and Mines
- Peruvian Institute of Nuclear Studies
- Peruvian Naval Academy
- Commission for the Promotion of Exports
- National Petroleum Commission
- National Food Assistance Programme
- National Agricultural Development Bank
- Peruvian Central Reserve Bank.

Faculty members also sit on the Board of Directors of:

- Andean Development Corporation
- National Development Corporation
- Peruvian Securities and Exchange Commission
- National Agricultural Development Bank
- National Electric Company
- National Port Company
- Agrobanco and many other public and private organizations.

Other community service activities by faculty members have been in support of:

- United Nations Development Programme
- United Nations bodies
- Agency for International Development of the U.S. government and the European community
- Among many other non-Peruvian institutions.



Initiatives Green CENTRUM

We have developed a new initiative to reduce the carbon dioxide emissions of CENTRUM Católica, through the responsible consumption of water and electricity and the continuous search for sustainable options regarding the fertilization of its green areas.

We also have developed a successful recycling program which has become an ongoing effort to reduce paper consumption within the organization. This initiative benefits the Cooperative Development Foundation, a non-profit organization that promotes and is active in projects intended to improve the quality of life of the population that is at a disadvantage in terms of health, education, housing and employment.

In general, we are implementing eco-efficient measures beneficial to our institution. In this sense, we provide our students with academic materials in an electronic/digital format, trying to limit the use of printed books. We hope that through participation in these pilot activities, students will transfer these and other best practices to their workplaces.

The "Green CENTRUM" initiative seeks to lead by example through numerous activities and making people aware that each institution and individual can make a difference in terms of environmental protection. Joint efforts and teamwork are the keys to succeed in this task.

In addition, CENTRUM Católica collaborates frequently with the Pontificia Universidad Católica del Peru in a wide range of social impact activities to benefit disadvantaged segments of the Peruvian community, including food and clothing drives and calls for cash and blood donations for those in need.



Entrepreneurship

- 1. Business plans of over 18 CC students.**
Areas of research include strategies in the start-up phase, the design of sustainable eco-business models, the profile of the Peruvian entrepreneur, the transition from micro to small and medium businesses in Peru, and risk capital models: angel investors.
- 2. Research about female entrepreneurship**
Through an agreement with the Peruvian Association of Female Entrepreneurs is ongoing, and CC has provided 20 scholarships to female entrepreneurs for study in the fulltime Managerial MBA program.
- 3. Family Business research**
Engaged in the STEP Project, a global applied research initiative based in Babson College, explores the entrepreneurial process within business families and generates solutions having immediate application for family leaders.

CENTRUM Incuba





The Centre for Social Responsibility, Entrepreneurship and Sustainability

Based on the mission of CENTRUM Católica to form globally responsible leaders, inspired by ethical principles and Christian values, the Centre for Social Responsibility, Entrepreneurship and Sustainability aims to inspire, educate and guide the current and emerging leaders from all business sectors interested in the application of management skills in order to create social value and thus contribute to promoting sustainable development. Since its creation in 2005, the Centre has been committed to generate tools, provide resources and produce useful knowledge for our leaders. Thus, through a comprehensive perspective, we focus on knowing the evolution of the concept of Corporate Social Responsibility (CSR) as applied in a business environment, facilitating and promoting information related to best practices in CSR.

In this area, the following topics are included:

- The ethical guidance of national entrepreneurs.
- The strategies that are being applied in order to develop Corporate

Social Responsibility.

- The management practices.
- The CSR projects that are running.
- The evolution of the concept of sustainability in business.
- The business design at the base of the pyramid.
- Social Entrepreneurship.

Specific lines of research

- Present status of the progress registered on CSR by industrial sectors.
- Evaluation of the relationship between CSR and competitiveness by industrial sectors.

- Study of the management practices developed by national companies.
- Study of the CSR actions developed by foreign companies with operations in Peru.
- Business design for the base of the pyramid.
- Study on competitiveness and agribusiness design.
- The perception of CSR in Peruvian companies.



Activities

Globally Responsible Leadership Initiative (GRLI) - Peru Chapter

CENTRUM Católica is honored and pleased to announce the recent opening of the GRLI Chapter Peru, a network that currently consists of 160 professionals, alumni, MBA and Specialized Master students from CENTRUM Católica.

GRLI is one of the largest multicultural communities of action and learning, composed of companies and educational institutions worldwide, with the sole purpose of developing the next generation of globally responsible leaders through individual and/or collective actions.

The local Chapter aims to promote opportunities for discussion and reflection that promote analysis and a theoretical-practical approach regarding the issues of social responsibility and sustainability, in which participants can share experiences, successes and improvement opportunities applicable to different organizations and sectors.

Thus, GRLI Chapter Peru is responsible for promoting among its members all kind of activities conducted through the Globally Responsible Leadership Initiative, including events and competitions to participate in General Meetings.

Workshop for Social Responsibility Practices

At the present time we are designing a workshop for social responsibility practices within the MBA course of Corporate Social Responsibility. The idea is to introduce students to nonprofit organiza-

tions, seeking to implement social entrepreneurship projects, or wishing to improve the management of their organizations. The purpose would be to transfer their knowledge to the leaders at the base of the pyramid.

CENTRUM Católica Social Responsibility Plan

We have diagnosed the Social Responsibility on the campus of CENTRUM Católica. At the moment we are designing the action plan that will allow us to internalize in the entire value chain the Social Responsibility Principles to which we have subscribed.

Recognition

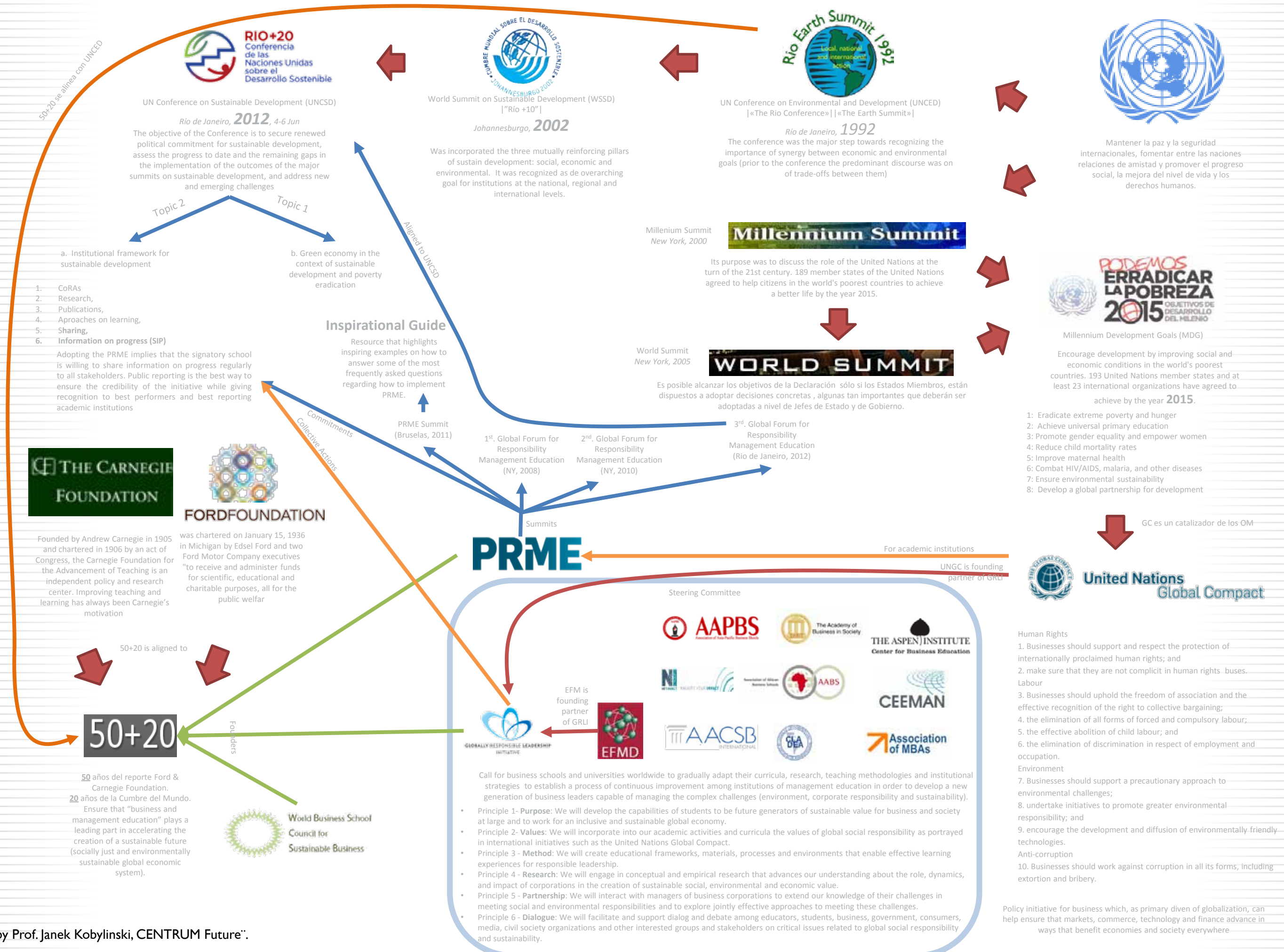
Beyond Grey Pinstripes 2011-2012 Top 100 MBA Programs

Of the 149 schools from 22 countries that submitted data for the 2011-2012 edition of Pinstripes, 142 were eligible for inclusion in the ranking.

The 2011-2012 data submitted from the schools included ~6,000 course descriptions and ~6,000 abstracts of faculty research. The competition in each scoring category was greater this cycle than in other years, including an increase in the number of relevant courses, "business impact" courses, and research articles submitted over prior years.

Student enrollments in relevant courses also increased.

In this year's ranking, CENTRUM Católica is ranked #77, and thus our Business School is proud to be included among the Aspen Institute's Top 100 MBA programs integrating social and environmental stewardship.





Future Steps

We have finished the first phase: to spread the GRLI mission and principles aligned with CENTRUM Católica's principles and mission.

As a change program aimed to develop new insight and habits we (a) began showing the urgency to act, (b) put in place the core team leading the answers to that urgency, and (c) empowered our staff to act.

Now we will concentrate our effort to collect success stories, celebrate early victories and share testimonials of the new leadership habits and outcomes.

This phase will be characterized by the use of a scorecard to monitor our accomplishments. A number of private initiatives under the GRLI objectives, press coverage, resources devoted to the mission and other indicators will be part of that tool.

Greetings from Peru

On behalf of CENTRUM Católica, we would like to thank you for coming to Peru, hoping to show you our best image.

We also wish you to enjoy in the best possible way your staying in Lima, a welcoming city with multiple charms.

Together we will renew our decision to make the world a fairer and more responsible place, product of a leadership framework based on our Globally Responsible Leadership Initiative project.

Acknowledgements:

We would like to gratefully acknowledge all the people that have made this report possible: Fernando D'Alessio (Director General, CENTRUM Católica), Beatrice Avolio (Administrative Director, CENTRUM Católica), Clara Rossello (Director, CENTRUM Alliances), Percy Marquina (Director, CENTRUM Future), Tatiana Gherman (Professor and Researcher, CENTRUM Future), Janek Kobylinski (Professor and Researcher, CENTRUM Future), Christian Mejia (Professor, CENTRUM Future), René Castro (Research Assistant, CENTRUM Future), Isabelle Velasquez (Research Assistant, CENTRUM Future), Karina Nuñez (Assistant, CENTRUM Future), Daniel Valdivia (Institutional Image, CENTRUM Alliances), and Ivette Cárdenas (Institutional Image, CENTRUM Alliances)."