SCHOOL OF MANAGEMENT RESEARCH POLICY GUIDELINES

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I. General principles and guidelines

The research activity at Universidad de los Andes School of Management (the School) is conducted under the following principles and guidelines:

1. As an academic community that interacts with different organizations, the School is committed to building, teaching, and disseminating knowledge in the field of management. In fulfilling this component of its mission, the School considers that research activity is an essential and irreplaceable function that is positively correlated with teaching in terms of its effectiveness and positive impact on social improvement and progress. The School understands that, as part of a university, it holds a privileged position to conduct independent, pertinent, interdisciplinary, high quality, and impactful research.

2. The School believes that research is a means to increase its visibility in the national and international academic world through publications; and it is a central tool in its effort to be scientifically and socially relevant. As such, it strives to maintain a growing alignment between its mission, its strategic objectives, and the type of research it conducts. Rigor, relevance, and strategic alignment are basic principles and values of its research policy.

3. The School promotes a culture of research among its professors, administrative team, and students in undergraduate, graduate and executive education programs. To this end, it offers infrastructure to support specific research activities and it promotes the visibility of research products.

4. Given the plurality of meanings of the term "research," the School characterizes this activity as the form of academic inquiry that leads to intellectual contributions of different types. In the field of management, it seeks answers to questions of theoretical or practical importance for organizations. It applies discipline-specific knowledge, with rigorous and systematic methods of analysis, in order to create new knowledge in the disciplinary field, or to provide solutions to problems specific to public and private organizations.

5. Research at the School is categorized as discipline-focused research, applied research geared to practical problem solving, and research designed to improve learning processes and the development of competencies in the students' fields of training.

6. The School encourages its professors' productivity in each and every one of these types of research in accordance with their vocation and academic training, seeking balance in each type of research.

7. It is thus understood that the intellectual production derived from research activity at the School is extremely varied and may give rise to academic, reference or practice-

oriented books, articles in peer-reviewed international academic journals, chapters in collective books, monographs, critical reviews of books, texts, pedagogical cases, transfer products, dissemination articles, or digital publications (e.g., blogs and podcasts).

8. Teaching and research are complementary tasks that mutually strengthen each other. Both are part of the responsibility of faculty in a combination that is defined for each professor, within the framework of the School's strategic objectives and needs, as well as the individual professor's career.

9. The School ensures that the training provided across the different academic programs is driven by the values and perspectives that foster a climate of rigorous work and academic ethics. A commitment to research helps to build an intellectual climate that enriches the development of study plans and contributes to their continuous renewal. Students are thus encouraged to participate in research activities according to the learning objectives of each program.

10. All research at the School will be guided by respect, protection of the rights, and welfare of the people and living beings involved. Given the possible ethical implications of the research projects, faculty will submit their proposals to the School's Ethics Committee and, if necessary, to the University's Ethics Committee.

11. The School's researchers will be given academic freedom to conduct their research, as stipulated in the University's Faculty Handbook.

12. The research carried out by the School's professors and researchers must be framed within the institution's mission.

II. Goals

The School's research goals are as follows:

13. To contribute, based on its own nature, with a scientifically and socially relevant intellectual production that constitutes a space for the academic community's growth and development in the field of management.

14. To promote a culture of scientific knowledge creation and dissemination in the disciplines related to management.

15. To influence academic communities, organizational practices, public policies, and opinion formation through its portfolio of intellectual contributions.

16. To improve the School's national and international recognition, which will be reflected in the consolidation of its accreditations, the demand for its programs, and the perception of the brand's key audiences.

17. To contribute to the quality of teaching and the continuous improvement of training programs.

18. Attract external resources to finance research activities.

III. Our faculty and their involvement in research

19. All faculty must publish the results of their research, explicitly stating their affiliation with the School.
20. The research capacity and the results of intellectual production will be an important component in the decisions regarding faculty linkage, evaluation, promotion, and disengagement.
21. The School encourages research and publications through the awarding of distinctions, recognitions, prizes, and incentives for excellence. Research achievements are also tied to faculty triennial evaluation and promotion decisions.
22. Within the conditions established in the University's Faculty Handbook and the School's availability of resources, faculty can apply for a reduction in teaching load, once the minimum teaching requirements established in the Faculty Handbook have been met. They can only apply when this is justified in order to comply with research commitments.
23. Based on the School's role in the academic and business communities, faculty are classified as academic or professional, and are expected to engage in research activity and publications in accordance with their category.
24. The School will promote an environment of collaboration among its professors and with faculty from other schools, encouraging joint work, co-authorships, and interdisciplinary research.
25. Faculty will involve students to participate in their research, in order to promote a culture of research and to train researchers.
26. Faculty will contribute to obtaining external resources to finance research.

IV. Mission-aligned research

27. In order to establish the School as a national and international model, it strives to ensure that the research carried out by its faculty is explicitly linked to its mission.
28. The mission themes that currently guide the School's research are as follows:

   a) Sustainability management (SM):
   Promoting sustainable development requires the combined action of public and private actors. Accordingly, this field explores the management practices employed by organizations pursuing sustainability.

   b) Management in emerging markets (EM):
   This track examines management practices and innovative and entrepreneurial activities that support organizational development in these markets and in their institutional environment.

   c) Human Behavioral Management (HBM):

This track examines the relationship between human behavior and management in organizations in the context of institutional, environmental, and social boundaries.

29. The mission themes that underlie the research cut across research groups.
30. Each mission reform will imply a coherent review of the themes, without losing its long-term vision.

V.   Research and teaching linkages

31. The School promotes the development of research skills in students as a component of the different programs provided by the School, taking into account the learning objectives of each program. Research will be understood as a learning and training instrument.
32. The School's faculty will use the classroom to help students understand the scope and limitations of the knowledge produced by academic research for their professional work.
33. Students may participate in faculty research activities, as long as these contribute to their education.
34. Students' support in research activities must be linked to achievable goals according to the available resources (e.g., places of consultation, existing sources or informants, and technologies), the students' capabilities, content of the subject and the definition of the learning objectives established for the course in which they are carried out.
35. If the aforementioned activities are part of a professor's project, the moral and co-authorship rights of the students participating in any or some of the specific activities must be clearly defined and recognized, depending on the contribution.
36. The ultimate purpose of degree projects, in all of the School's programs in which these are a requirement, is to help students advance their research skills. Topics will be selected to help develop the faculty's research programs or projects.
37. The degree projects carried out by the students at the School will be public.
38. Faculty will incorporate relevant edited and published research results into their courses.
39. The institutional definition of the School's programs will include the research culture as an important component.

VI.   Research portfolio

40.   The School strives to develop a diversified portfolio of intellectual contributions in the following categories:

   a) Publications geared towards advancing knowledge in the different disciplines related to management.
   b) Publications focusing on contributing to organizational knowledge and transformation.
   c) Publications intended to support teaching and learning.

41. The School engages in the following to promote academic research by faculty according to the resources available:

   a) Support professors' participation and leadership in international academic networks and associations.
   b) Promote co-authorship among faculty and with faculty from other institutions.
   c) Promote co-authorship between faculty and students, especially with doctoral students.
   d) Promote the production of comparative studies among different countries.
   e) Organize seminars, symposiums, and workshops to encourage academic interaction.
   f) Hire specialists in data analysis to provide internal service to the School, to support professors' research, and help to acquire software and databases.
   g) Promote the organization of national and international academic congresses.

42. To promote research that contributes to teaching and learning, the School will support professors in the following:

   a) The production and use of pedagogical cases.
   b) The editorial process required to produce textbooks and other pedagogical material (e.g., monographs).

43. The School will promote research that contributes to practice in the following ways:

   a) Promote events and editorial outputs intended to disseminate its research products among the business community.
   b) Create spaces for its faculty to participate in the analysis of public policies and in opinion building.
   c) Disseminate the practical applications derived from their research work, through executive education courses and in a manner consistent with the corresponding demand.
   d) Promote participation in consulting projects that have a research component (e.g., methodology, resulting academic product).

VII. Research organization

44. The Research Committee is the body responsible for proposing the research policy for approval by the School Council. It is also in charge of executing said policy.
45. The Committee shall include the School Dean and the Director of the Committee appointed by the Dean, the Director of the doctoral program, the directors of the research groups, an assistant professor chosen by the tenured faculty for a period of two years, a representative of the Publications Committee, a doctoral students'

representative, the Director of the Centre for Participant Centered Learning (CPCL), the Director of the Projects and Research Suport Office, and an assistant with voice but no vote.

46. The research group is the basic unit of research organization. All of the School's researchers, including doctoral students, are expected to belong to one of the research groups.

47. The research groups have the following characteristics that safeguard the research dynamics of the group itself:
    a) The creation of a research group will be submitted to the consideration of the Research Committee by formal communication. The proposal for the new group must comply with the requirements established for the School's research groups, and demonstrate a production capacity to obtain a B classification in Colciencias.
    b) The research groups will have at least four (4) full-time faculty members, of which at least two (2) must be associate professors or a combination of a full professor and an assistant professor.
    c) New members will be able to join research groups when authorized by their directors.
    d) Each research group will have a medium- and long-term strategic plan and define its lines of research according to the School's mission.
    e) The research groups will meet periodically to discuss their progress or results, hold internal seminars, organize forums or symposiums and, in general, discuss and define the activities that will increase the quantity and quality of the research products of its members.
    f) The members of research groups will evaluate the doctoral candidates interested in their topics, and their recommendations will be considered in the selection process.
    g) The research groups will apply for recognition from MinCiencias and will update the information as required by CvLAC and Academia.

48. Changes in the membership of a research group or its potential closure must be formally reported to the Research Committee.

49. The Research Committee shall allocate the resources available for research.

50. The Research Committee shall present an annual report of faculty research activities to the School Council or in a broader collective forum.

VIII.   Research support policies

51. The School will support its faculty's research and publication work. Subject to the availability of resources, the Committee will finance and guide the application for external resources, research projects, travel expenses to present research results, the preparation of manuscripts for publication, and other expenses that contribute to research development (see Section XI).

52. The School will finance research projects through internal calls for proposals, following evaluation and approval by the Research Committee and according to agreed-upon regulations.

53.   The School will promote a culture of research by holding research forums and seminars, publishing reports on research products, and organizing academic congresses, among other activities.

IX.   Research links to the doctoral program

54.   The doctoral program is one of the main arenas in which professors have the opportunity to implement their research projects, creating high-impact products.
55.   Doctoral thesis supervision is an important service to research, and serves as a mechanism that helps to create scholarship and encourage publications. The requirements for supervising a doctoral thesis are determined by the University's regulations.
56.   The School's research groups will support the doctoral program.
57.   MSc and PhD students are offered the opportunity to work as graduate research assistants.
58.   According to the resources available, the School will support doctoral students through their doctoral program, to participate in national and international scientific congresses, where they present their research work. Students may also apply for support and calls managed by the University.

X.   Intellectual property and co-authorships

59.   The School's research policy is framed within the legal and University norms on intellectual property in research.
60.   The data and files related to a research project undertaken by the School's faculty are the School's property, regardless of the source of funding, and without prejudice to the rights of their authors. The School recognizes the priority of the creators of these data and files in their use, as long as the creator continues to be linked to the School. Other faculty must be authorized by the creators to use these data and files in their research. Upon the creator's retirement from the School, the research group or, failing that, the area of closest proximity may dispose of these data and files and assign their use to other members of the School. However, at the time of his or her separation from the School, the professor who created the data or files may take a copy of these with him or her.
61.   Through its Research Committee, the School will authorize the use of databases, files and specialized software which it has purchased or to which a professor or researcher has access by means of an agreement with the University or the School. The School's policy is to provide all faculty with access to these databases, regardless of who made the initial request, respecting the limitations imposed by the supplier or counterpart of the agreement. The information derived from these databases, files and specialized software contains a benefit and, therefore, shall be regulated by the provisions of article 60.
62.   Faculty members or students will only appear as authors of a publication, or allow other authors to appear in their own work, when all of the signing authors have participated

and significantly contributed to it. As a guideline for determining authorship, faculty may resort to the guidelines published in [ICMJE | Recommendations | Defining the Role of Authors and Contributors](#)

63. All authors of a research publication have a shared responsibility for the results. The School considers it good research practice that all authors have the right to review and comment on all processes of the research work, as well as to review the text prior to publication.

XI. Research funding at the School of Management

64. The School finances some research projects with its own resources, according to regulations issued by the Research Committee. These funds come from the Seed Fund, which is maintained by the School's surpluses.
65. The School will advocate for a significant proportion of its research projects to be financed by external sources. To this end, the Research and Projects Support Office supports the entire process of project development (i.e., identification of funding opportunities, preparation of proposals and budgets, project management, and closure).
66. Accepting a research grant or signing a research contract will not jeopardize the objectivity of the scientific work carried out by faculty. Accordingly, donations shall not be accepted and research contracts shall not be signed when such objectivity may be compromised or when the donor or contractor does not authorize the full publication of the research findings.
67. In selecting consulting projects for research purposes at the School, a fundamental consideration is their potential to contribute to the development of research products and their impact.