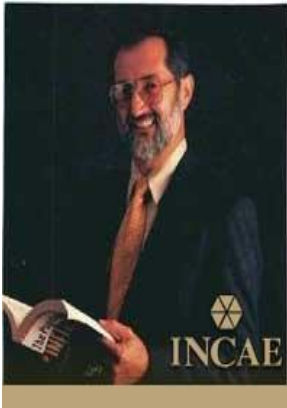


JULIO SERGIO RAMIREZ



Dr. Ramírez, who was born in Colombia, holds a Ph.D. degree of Political Economy and Governance from Harvard University, and a Masters degree of Public Management also from Harvard. In addition, he holds a MBA degree with high distinction from INCAE and a Civil Engineer degree from the Universidad Javeriana in Bogotá, Colombia.

Until early 2001 Dr. Ramírez was the General Director of the Masters for Development Program (MpD) of the Universidad Católica Boliviana. In addition, he was the Director of the MpD-sponsored MBA Program in Santa Cruz. He is also the Academic Director of the MBA Program of the Universidad Católica Nuestra Señora de la Asunción, in Asunción, Paraguay, and Full Professor of Management Decision, Negotiation, Ethics and Leadership, and Business Strategy.

Between August 1994 and December 1997 he was Chief of Party and Senior Resident Advisor of the Human Resources for Development Project carried out by the Harvard Institute for International Development at the Universidad Católica Boliviana (UCB), a project sponsored by the United States Agency for International Development. Among other goals, this project aimed to developing three new masters programs at the UCB: Public Policy and Management, Financial Control and Audit, and Business Administration. Later on, this project was turned into the Masters for Development Program of the UCB.

For over 20 years (until August 1994) Dr. Ramírez was linked to the Faculty of INCAE. There he served as researcher, Professor of the Executive and Masters Programs, Director of the MBA Program, Director of the Private Sector Support Program, and Director of the Management for Development Program. At the time he left INCAE he was serving as Full Professor of Environmental and Political Analysis.

At INCAE's MBA Programs he taught the following courses: Political Analysis for Managers, Environmental Analysis, Compared Political and Economic Systems, Business Strategy, Development Policies, Project Evaluation, Public Management, New Business Management, Management Communication, Research Methods, and Management Decisions. Dr. Ramírez has taught a large number of seminars to executives and board members of private and public

organizations on subjects such as organizational strategy, environmental and political analysis, negotiation strategies, structural change process management and economic reform policy.

Dr. Ramírez has consulted with different governments, NGOs, and international entities, as well as with public and private organizations in both Central and South America, on environmental and political analysis, political change processes, business and institutional strategy, and process evaluation and impact of training programs for top executives. Also, he has conducted top-management workshops for both public and private organizations.

Dr. Ramírez has also lectured in a large number of congresses and professional and business fora in different countries of Central and South America, on subjects such as global trends and their impact on the political and economic order; public-private sector negotiations; business strategy in times of crisis; leadership and organizational change, and the political process of economic reform.

Dr. Ramírez has researched the political role of private sector organizations, structural change management, the impact of modernization on the political stability of Central American countries, the regulation of intense political conflicts in transitional political systems, and the political management of economic adjustment processes.

IV. Scholarly publications

- (A) Basic scholarship, involving the generation of knowledge: Publication in refereed journals, research monographs, scholarly books, chapters in scholarly books, proceedings from scholarly meetings, papers presented at academic meetings, publicly available research working papers, papers presented at faculty research seminars (last five years, beginning 1993/94):

“Negociar es Bailar: Conceptos y Guías para la Negociación Eficaz” Santillana Editores, La Paz, Bolivia, 2000

- (B) Applied research and dissemination: Publication in business magazines, the economic and business press, and other publications directed primarily at practicing managers:

“El Caballo Volador. Los Retos de la Gerencia General”, Gerencia Internacional, Santa Cruz de la Sierra, Bolivia, 1999

“El Liderazgo del Cambio en Períodos de Crisis: principios y guías para la gestión exitosa del cambio organizacional”, Gerencia Internacional, Medellín, Colombia, 2003

- (C) Teaching materials: Case Studies and Technical Notes

“Estrategia en Instituciones Públicas”, Technical note, INCAE, 2002

“El Entorno del Gerente en el siglo 21”, Technical note, INCAE, 2002

“Cómo manejar el proceso de negociación”, revista INCAE, 2002

“Estrategia en Entidades Públicas”, Technical note, INCAE, 2003

“Techo para el Sur”, case study, INCAE, 2003

“El Mapa Estratégico”, technical note, INCAE, 2003

“El Manejo del proceso de negociación”, revista INCAE, 2003

“El cuadro de mando integral: fundamentos y sistema de gerencia estratégica”, technical note, INCAE, 2003

“El cuadro de mando integral: las perspectivas financiera y del cliente”, technical note, INCAE, 2003

“El cuadro de mando integral: Las perspectivas de procesos internos y de aprendizaje y crecimiento”, technical note, INCAE, 2003

“El cuadro de mando integral: La Implantación del CMI en la empresa”, technical note, INCAE, 2003

“PRODESARROLLO”, negotiation exercise, INCAE, 2003

VII. Professional memberships, board memberships, advisory positions, or offices held, such as a ministerial position while on leave of absence (last five years, beginning 1998/99):

Member, International Association of Business Leaders, 2002