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## PROGRESS REPORT

# UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION 2019 - 2020

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## A Message of Commitment to Responsible Management Education

I am pleased to share our sixth progress report, which details our accomplishments and how the Asian Institute of Management (AIM) in its unwavering commitment to promote responsible management education has actively supported the UN Principles for Responsible Management Education (PRME) and its activities from 2019 to 2020.

AIM has been educating many of Asia's influential managers and leaders since its inception in 1968. We take great pride not only in being the pioneering school of management in Asia but also in championing the management principles of social responsibility and ethical governance from the very start.

While we make sure that our curricula, courses, teaching materials, academic strategies, and training delivery meet global accreditation standards, we also ensure that they are developed and regularly reviewed to align with the principles of sustainability, social responsibility, and responsible management education. In keeping with our mission and vision, we work tirelessly to instill integrity and high ethical standards in our students, to inspire in them a vision to humanize the corporation, to provide them an understanding of ethical implications on management decisions, and to teach them a sense of personal responsibility for the communities wherein they operate.

AIM's degree programs: Master in Business Administration (both full time and executive), Master of Science in Innovation and Business, Master in Entrepreneurship, Master in Development Management, Master of Science in Data Science and Executive Master in Disaster Risk and Crisis Management are designed to enable students to find their purpose, excel at their passions, and ultimately inspire them to make an impactful contribution to society.

Our 45,000+ alumni from 79+ countries are professional, entrepreneurial, and socially responsible managers and leaders, well-recognized for their ability to navigate complex and dynamic spaces. They occupy key positions in business, government, and development organizations all over the world.

The Institute has also established itself as a reliable management resource in Asia for its innovative open enrollment and custom executive programs, multi-sectoral workshops, and consulting activities for government agencies, non-profit and development organizations, and the business community.

Moreover, AIM extends its vision and mission to its research centers. sustainability, corporate social responsibility (CSR), bridging leadership, and consciousness of development management issues are inherent in our research activities. Through the work of the Rizalino S. Navarro Policy Center for Competitiveness, Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance, Ramon V. del Rosario, Sr. Center for Corporate Responsibility, TeaM Energy Center for Bridging Leadership, and Andrew L. Tan Center for Tourism, the Institute has a platform to engage with various sectors and organizations in discussions on business practice, social development, public policy, and governance. We also continue to engage in mutually beneficial partnerships with academic institutions and organizations that adhere to similar commitments and share our vision and values.



We continue our collaborations with private and public partners to produce data-driven solutions through the Analytics, Computing, and Complex Systems (ACCeSs) Laboratory also called *ACCeSs@AIM*, or *ACCeSs Lab*. We also train and mentor a promising new breed of entrepreneurs and startups through our hybrid incubator and accelerator program, the AIM-Dado Banatao Incubator.

The PRME Principles are an integral part of our ethos. They are deeply ingrained in our academic strategies and curricula. All our programs, initiatives, and innovative strategies reflect how community, sustainability, and ethical values are at the forefront of the standard AIM business and development education—then, now, and beyond.

  
**JIKYEONG KANG**  
President



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### Index of Acronym and Initials

AACSB	Association to Advance Collegiate Schools of Business
ACCeSs	AIM Analytics, Computing, and Complex Systems Laboratory
ADB	Asian Development Bank
AIM-DBI	Asian Institute of Management - Dado Banatao Incubator
ALICE	AIM Learners' Internet-Based Classroom Experience
ALT Tourism Center	AIM Dr Andrew L. Tan Center for Tourism
AOL	AIM Assurance of Learning
ASITE	AIM Aboitiz School of Innovation, Technology, and Entrepreneurship
BIRLA	AIM The Basant and Sarala Birla Professorial Chair in Asian Family Corporations
CRDC	Curriculum Review and Design Committee
DEP	AIM Development Executive Program
EMBA	AIM Executive Master in Business Administration
EMDRCM	AIM Executive Master in Disaster Risk and Crisis Management
FGD	Focus Group Discussion
JBF	AIM Governor Jose B. Fernandez, Jr. Center for Banking and Finance
KRC	AIM Knowledge Resource Center
LIF	Leaders in Innovation Fellowship
MBA	AIM Master of Business Administration
MDM	AIM Master of Development Management
ME	AIM Master of Entrepreneurship
MRR	Management Research Report
MSDS	AIM Master of Science in Data Science
MSIB	AIM Master of Science in Innovation and Business
RAA	Rapid Area Assessment
RMAF	Ramon Magsaysay Award Foundation
R&P	AIM Office of Research and Publications
RVR Center	AIM Ramon V. Del Rosario, Sr. Center for Corporate Responsibility
RSN Policy Center	AIM Rizalino S. Navarro Policy Center for Competitiveness
SEELL	AIM School of Executive Education and Lifelong Learning
STEAM	Science, Technology, Engineering, Architecture, Mathematics, and Medicine
TeaM Energy Center	AIM TeaM Energy Center for Bridging Leadership
THE	Times Higher Education
WGSB	AIM Washington SyCip Graduate School of Business
ZSDM	AIM Stephen Zuellig Graduate School of Development Management



## **The UN Principles for Responsible Management Education**

The Principles for Responsible Management Education (PRME), developed in 2007, is a United Nations-supported initiative founded as a platform to raise the profile of sustainability in schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow; through the Six Principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. (PRME, 2020).

### **Principle 1**

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.

### **Principle 2**

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.

### **Principle 3**

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

### **Principle 4**

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.

### **Principle 5**

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.

### **Principle 6**

Dialogue: We will facilitate and support dialog 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.



## Principle 1. 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.***

The Asian Institute of Management (AIM), founded in 1968 as an international school of management, is strongly focused on sustaining the growth of Asian businesses and societies. Our role, as ingrained in our vision and mission, is to be the nexus of innovation, transformation, and excellence in management education that creates inclusive and sustainable impact in Asian businesses and societies. We develop transformative leaders in a dynamic ecosystem by providing participant-centered and technology-driven learning; creating and disseminating relevant knowledge; activating academia, industry, government, and community partnerships; and instilling mindful and ethical values. Our academic thrusts, strategies, programs, and initiatives are aligned with this principle and our community of stakeholders, especially our students, are its champions.

Asia is undergoing rapid and unprecedented economic and social growth. While change brings opportunities for businesses and societies, it also brings into focus the intensifying impact of existing disasters and unexpected risks. To build prosperous, inclusive, and sustainable Asian businesses and societies, it is imperative that we create safer and more resilient organizations and communities. It is AIM's goal to produce a generation of managers able to effectively lead in the era of climate change and big data; managers whose methods and actions are interdisciplinary and intergenerational; managers who strategically and systematically approach organizational and societal issues to create disaster-resilient organizations and societies.

At AIM, future-ready leaders are honed and nurtured. The Institute trains leaders to be comfortable with uncertainty, adept at handling issues, and confident about executing decisions in a rapidly changing environment. AIM won two prestigious international innovation awards in 2019 namely the *AACSB 2019 Innovations that Inspire: Co-Creators of Knowledge* and the *Times Higher Education (THE) Awards Asia 2019 Technological Innovation of the Year* for championing industry-government-academia partnerships through research and development and “technopreneurship” to help grow businesses, improve developing Asian economies, and build the Philippines’ data analytics capacity.

In 2019, AIM and the Philippine Disaster Resilience Foundation (PDRF) signed a memorandum of understanding signifying a long-term strategic partnership and academic collaboration towards the promotion of disaster risk reduction and management, and business continuity practices in the Philippines and Asia. AIM and PDRF will work closely in developing and implementing the curriculum and learning



activities mainly for the Institute’s new degree program: the Executive Master in Disaster Risk and Crisis Management (EMDRCM)-- an 18-month, intensive, immersive, and practitioner-oriented, five-term, part-time graduate degree program that is the first of its kind in the world to offer leadership and management skills to disaster and crisis professionals. AIM welcomed the first cohort of the EMDRCM program in May 2019. The program was designed to align with the Sendai Framework for Disaster Risk Reduction 2015–2030, the UN Sustainable Development Goals 2015–2030, the Agenda for Humanity, and the Paris 2015 UN Climate Change Conference Agreement.

AIM’s Master of Science in Data Science (MSDS), the first graduate data science degree program in the Philippines, is designed to produce experts in the fastest growing and most sought-after specialization worldwide. The AIM MSDS curriculum reflects the latest trends and best practices in the field — from data mining and exploration to machine learning, deep learning, and big data analytics. At AIM, data scientists work closely with domain experts familiar with business and management issues. MSDS ranked Top 3 in the 2019 Eduniversal Best Masters Ranking for Data Analytics in Far East Asia.

The first batch of the Data Science Masters graduated in 2019. Graduates have learned how to formulate the right questions and identify the correct datasets to address highly diverse business and research problems. More importantly, MSDS graduates are trained to properly communicate results and data-driven insights to maximize their impact on business and industry. MSDS students placed Top 5 out of 700 participants in the Asian Development Bank (ADB) –AIM Hackathon Eskwelabs. One of our AIM-Dado Banatao Incubator’s 2019 Cohort and an MSDS 2019 graduate won the top prize for “Digital Skills for Today’s Workforce in the 2<sup>nd</sup> Annual ADB-AIM Hackathon (2019). The final #ADBHackathon teams and participants were selected over 3 months, from 220 pitch entries, 770 applicants, and 39 countries.

All MSDS students have access to a world-class computing facility housed at AIM. The facility is part of the Institute’s Analytics, Computing, and Complex Systems (ACCeSs) lab which is AIM’s interface with various government and industry projects as well as world-class research to push the boundaries of Data Science and Complex Systems Science. The lab is envisioned to lead and promote the use of data science, artificial intelligence, and various computational models to drive industries, government agencies, and other sectors to innovate.

The Master of Science in Innovation and Business (MSIB) program is a part-time multidisciplinary and integrative graduate degree program that offers young professionals in the STEAM (Sciences, Technology, Engineering, Architecture, Agriculture, Medicine, and Mathematics) disciplines, the fundamental business, design, and leadership skills needed to turn technology-based ideas into businesses. The program is based on a progressive learning strategy that takes students from insighting and ideating, all the way to





implementing. These core learnings allow the students to spot an opportunity and its market, develop a product or service with an inherent value proposition, and put together the necessary business elements to ensure the success and sustainability of the venture.

Seventy percent of MSIB Alumni received awards and recognition from the industry and some of them have received funding for their startups or projects. MSIB students also won in 15 international and national competitions. Its students won in the Sustainable Development Challenge (New Jersey) for a proposal to address mobility issues in the Philippines. MSIB students also won 4th Place for A.Q.W.A. (Affordable, Quality Water Assessment) -- kits that are portable water quality assessment tools that can be used to get immediate quality water assessment in the Save the Philippine Seas Haquathon, a search for tech solutions to save Philippine seas. They were also finalists in the 7th EconBiz Student Competition.

MSIB students also won 1<sup>st</sup> and 2<sup>nd</sup> place in the Summer IXL Innovation Olympics 2019. They also won 1<sup>st</sup> place in the Julius Baer Challenge, F10 Fintech Hackathon Singapore, 2<sup>nd</sup> place in Falling Walls Lab, Mongolia, 2<sup>nd</sup> place in AI for Accessibility Hackathon, and 3<sup>rd</sup> runner up in PNP ITMS Hackathon. MSIB students were also the winner of SolvePH Hackathon.

The redesigned Master in Entrepreneurship program had graduated 6 students in 2019 and is steadily attracting entrepreneurs who are ready to take the lead, inspire, transform in the era of Industry 4.0.

AIM MBA 2020's InnovAsian team went head-to-head with Copenhagen Business School and won the 2020 PRME Innovation Challenge—a competition that is part of the PRME SDG Student Engagement platform which brings together students from Advanced PRME schools to work with businesses to build sustainable business solutions. InnovAsian had the opportunity to work with France-based Manitou Group for nine months that involved Skype interviews with Manitou's employees, clients, and suppliers; and a survey of Manitou's stakeholders covering 1,093 respondents from 20 countries.

AIM Zuellig Graduate School of Development Management (ZSDM) had organized several events with partner international organizations. In 2019, ZSDM jointly organized a multi-stakeholder consultation in preparation for UNCTAD XV with the Department of Foreign Affairs, UNCTAD and Global CEO Alliance. The consultation involved presentations and discussions on sectoral issues affecting trade and sustainable development in the Philippines to be raised in UNCTAD XV in Barbados and a presentation on AIM's contributions in preparing leaders to address the UN SDGs via its programs.

AIM through ZSDM also hosted the Asia-Pacific Network for Health Systems Strengthening (ANHSS) Summit, an initiative to engage the private sector in the work towards achieving Universal Healthcare Coverage (UHC).



Together with Asia Society for Social Improvement and Sustainable Transformation (ASSIST), AIM ZSDM also hosted the 2019 International Disaster Conference: Future-Proofing Water through Innovation. The conference initiated discussions driven by the global risks and disasters associated with water and tackled learnings from experience, action, and best practices towards water resilience and development, promoting counteractive measures to alleviate worsening water-related risks and help achieve the United Nations Sustainable Development Goals, specifically SDG 6, which is geared towards water and climate-related issues.

AIM faculty members and research centers continuously generate high-quality, high-impact research output such as peer-reviewed journals, cases, proceedings, books, and other intellectual contributions. A total of 128 intellectual contributions were published in reputable publications and shared with the AIM community for the academic year 2018 to 2020.

These academic strategies, programs, outputs, activities, and initiatives primarily center on our students—to guide and develop them so that now and in the future, they may be able to create sustainable value and impact and become champions for inclusive and sustainable global economy.

**Continuous Improvement** AIM recognizes that continuous improvement and establishing innovative strategies to emphasize sustainable development and social responsibility in our academic strategies show our serious commitment to promoting responsible management education. In this regard, our plans involve the following:

1. AIM will continue to review its business and development program offerings and integrate responsible management content in program delivery and in its academic strategies;
2. AIM will continue to develop courses, activities, and events for students and for the public that will promote the achievement of the Sustainable Development Goals and strengthen the passion for social responsibility;
3. AIM will continue to partner with institutions, organizations, and individuals for sustainable development; and
4. AIM will continue to work on improving and increasing its social responsibility initiatives for inclusive development.

## Principle 2. 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.*

AIM continues to incorporate ethics, social responsibility, and sustainable management in its academic strategies, activities, and curricula. Key components of responsible management education remain in our degree programs' learning goals and objectives.

For instance, AIM's MBA program commits that its graduates:

1. Will be analytical, critical, and logical thinkers;
2. Will be effective communicators who can also engage in substantive dialogue, actively listen, and contribute to an exchange of ideas;
3. Will be effective and ethical leaders and team players who can also recognize the consequences and impact of business decision on contemporary social issues;
4. Will effectively manage the interaction of various functional areas;
5. Will have adequate understanding of Asian and global business; and
6. Will be numerate.

Its Executive MBA promises that its graduates will be:

1. Business integrators, creating customer and shareholder value across functions;
2. Strategic and entrepreneurial thinkers able to craft and implement new strategies and businesses in various business environments;
3. Well-versed in business integration who are able to analyze and design systems, policies, procedures across functional areas to create shareholder value; and
4. Effective leaders and doers, able to build capacity in self, teams, and organizations.

The MDM, a unique program for future global development leaders, promises that its graduates will be:

1. Effective managers of development who can also formulate and implement innovative, sustainable strategies to grow and measure social, economic and environmental value in development organizations;

2. Development leaders with a regional/ global perspective who can also describe and contrast socio-economic, cultural, and political situations of other nations;
3. Analytical thinkers and decision makers; and
4. Effective communicators who can enable dialogue, effectively convey ideas, and acknowledge the idea of others.

The MSIB program commits that its graduates will be able to:

1. Sell ideas (products/processes) with strategic stakeholders drawn from relevant communication and marketing models (Pitch Person);
2. Cultivate relationships with strategic stakeholders using social network concepts (Networker);
3. Persuade relevant stakeholders to adopt one's recommendations (Influencer);
4. Design a cutting-edge solution that adds value by addressing gaps with a clearly articulated business model (Innovation Architect);
5. Communicate multiple scenarios with compelling evidence considering potential anomalies in the internal and external environment using acceptable baseline standards (Trend Forecaster); and
6. Execute in line with international management standards and its processes that supports the strategic direction of the organization (Change Manager).

The ME program promises that its graduates will be:

1. Strategic thinkers who can start, professionalize, systematize, scale, sustain, or diversify businesses and other enterprises;
2. Critical and analytical managers who leverage resources and technology to create significant enterprise innovation; and
3. Leaders and implementors who understand roles and transition appropriate roles in the enterprise.

Graduates of ME are expected to strike a balance between personal goals and the vision for the business, assess risk versus rewards, and weigh social impact.

The MSDS program commits that its graduates will be:



1. Critical data-thinkers and decision-makers who can also predict and evaluate a limited scope of implications, consequences, and conclusions, with some relevant information taken into account;
2. Data science practitioners who can also create a platform for stakeholders to utilize project results;
3. Effective communicators who can also communicate the important data science concepts to stakeholders; and
4. Ethical and effective team players who can also set directions for future action.

At the end of the program, MSDS graduates should be able to communicate results and data-driven insights to maximize their impact on business, industry, and society.

The EMDRCM program promises that its graduates will be able to:

1. Build resilient Asian organizations and communities using management and Leadership principles, as well as good business practices;
2. Assess and analyze the disaster risk and crisis environment and operating context and develop coordinated and integrated approaches to address different types of disasters and crises;
3. Implement holistic and inclusive plans and programs, evidence-based strategies and innovative solutions; and
4. Lead and mobilize diverse stakeholders and functions to achieve results.

These programs are committed to imparting their students with principles that uphold basic responsibilities to people and planet, and the development of long-term success for shared prosperity.

### **Curriculum Management: Transforming Management Education for a Sustainable Asia**

AIM makes sure that our curricula are aligned with our mission and remain relevant in times of rapid change. As we pivot towards innovation, we remain true to our promise of developing leaders and managers who will inspire and sustain the growth of Asian businesses and societies by ensuring that our management education curricula, academic strategies, and activities highlight the values of global social responsibility and the concepts of triple bottom line, sustainable development, and inclusive growth.

Our Curriculum and Review and Design Committee (CRDC), comprised of AIM faculty and School Heads, regularly review our curricula, program design and courses to ensure clarity and alignment of each



program and value proposition with our mission. Feedback from evaluations, interviews and discussions with alumni, students, and partner organizations, and results of program studies and trend analyses are also regularly reviewed to determine our opportunities for improvement.

In 2018, with information gathered in the past three years of extensive redesign process, an intensive 12-month, 4-term MBA program was finalized to define and refine what an AIM MBA graduate should be. Launched in 2019, the new and improved MBA program emphasizes real-time application of learning through active consultancies and project-based learning activities throughout the three terms. While the learning goals of the program have remained the same, the learning objectives are now streamlined. This new structure uses an immersive learning approach that engages students in intense and dynamic discussions of actual business situations as well as provide them with the opportunity to apply knowledge to real world practice in almost real-time. This new integrative curriculum ties together the fundamentals of management into an understanding of the complex systems of a company, industry, and the economy. In the redesigned curriculum, courses such as *Ethics* and *Development of Social Enterprise* were given special attention to strengthen students' awareness of and hands-on experience in managing social enterprises and non-profit organizations. The MBA program offers six concentrations namely, *General Management*, *Finance*, *Sustainable Finance*, *Fintech*, *Digital Marketing* and *Business Analytics*.

The MDM program supports AIM's values of meaningful and sustainable progress of Asian business and society by instilling in its courses public value-creation, environmental sustainability, and equitable distribution of opportunities and resources in Asia. It also aims to build prosperous, inclusive, and sustainable societies by developing capable and adaptive development managers that are problem solvers, change agents and effective collaborators. These managers will be able to lead diverse teams in complex situations to address development's most pressing issues in an efficient and effective manner. Relevance and appropriateness of the MDM program is ensured by continuous dialogue with alumni, development professionals and practitioners, organizational partners donors, target employers, and AIM faculty and fellows through annual FGDs and interviews. Its core curriculum adopts a multidisciplinary approach to the study of development management, including various disciplines and fields such as economics, statistics, finance, marketing, operations management, strategic management, people and leadership management, as well as program development, management, monitoring, and evaluation.

MSIB's updated curriculum puts emphasis on dimensions of innovation regarding market, product, business models, and leadership. Topics on team development, conflict resolution and leadership agility are expanded. It also advocates the use of measurable learning through a capstone project that effectively captures the personality, ambition, and traits of the student as an innovator; the ability to spot an opportunity and its market; the product or service and its value proposition; the business elements

(business model, plan, and structure) necessary to seize identified opportunity in a systematic and sustainable way. Students are also provided with an opportunity to showcase their product or service and pitch their business ideas to relevant stakeholders, prospective customers, partners, and venture capitalists in a *Demo Day*.

The ME and MSDS Programs ensure holistic curriculum management by regularly convening the faculty to discuss continuous improvement related to Assurance of Learning (AOL). The ME curriculum focuses on real-time learning, practical approaches, and immediate application. The MSDS curriculum on the other hand, reflects the latest trends and best practices in the field – from data mining and exploration to machine learning, deep learning, and big data analytics.

Another academic strategy of the Institution is to offer joint business and development electives which allow for better discussions and holistic insights in balancing the business orientation with responsibility to society.

The table below lists the elective courses that were offered in 2019-2020 by WGSB and open to MBA, EMBA, and MDM students:

**Table 1 Elective Courses Offered**

Business and Development Electives	
1 Behavioral Economics	27 Coaching for Leaders
2 Global Network Week	28 Employee Engagement
3 Regional Integration in Asia	29 EQ and Leading with Emotional Courage
4 Financial Innovation	30 Leadership and Personal Branding: Elevate your Influence and Be Seen, Be Heard, Be Sought
5 Entrepreneurial Finance and Valuation	31 Employer Branding
6 Advanced Valuation	32 Organizational Leadership and Change Management
7 Financial Risk Management	33 Design Thinking: An Integrated Approach to Complex Problem-Solving in Today's VUCA Environments
8 Fixed Income market Analysis and Strategies	34 Managing Innovation for Competitive Advantage
9 Stock Markets: Practitioner's Perspectives on Fund-raising and Investing	35 Global Information System
10 International Financial Institutions and Development	36 Global Study Tour

11 Investment Banking	37 Sustainable Operations
12 Mergers and Acquisitions	38 Asian Study Tour: JAPAN
13 Portfolio Management	39 Microfinance and Development
14 Private Equity	40 Political Analysis for Managers
15 Project Finance	41 Enterprise-Wide Risk Management
16 Trilogy of Risk, Control and Audit	42 Sources and Uses of Power
17 Enterprise-Wide Risk Management	43 Social Innovation
18 Financial Markets and Derivatives	44 Collaborative Governance
19 Brand Management	45 Disaster Risk Management and Business Contingency Planning
20 Digital Marketing	46 Innovation Strategy and Consulting
21 Marketing and Finance Creating Synergy	47 Navigating and Managing the Regulatory Environment
22 Product and Service Marketing	48 Self-Knowledge, Inspiration, Leadership and Life-Planning
23 Retail Marketing	49 Introduction to International Business
24 Sales Management	50 Special Topics on Sustainability
25 Customer Relationship Management	51 Sustainable Business Model
26 Understanding Consumer Behavior	52 Sustainable Tourism

### Courses for Sustainable Development and Impact

AIM continues to make a meaningful difference in Asian business and society, not only by developing leaders and managers who are practicing the principles of triple bottom line and inclusive growth, but also by being a proponent in knowledge propagation of sustainable development. Several courses have been developed or redesigned to highlight the importance of sustainable development and social responsibility.

The following were the courses developed or redesigned to emphasize the principles of sustainable development and social responsibility in our students:

- **Regional Integration in Asia**- A contemporary investigation of the latest issues in formal and non-formal education and training systems in Asia-Pacific, especially ASEAN as it deepens economic integration, including frameworks for understanding 21st C management concerns. This course will help corporations and higher education institutions to benefit from complex cross-border issues and strategies as academic disciplines converge with vanishing industry domains. Through this course, students will be able to define problems, situations, and opportunities with more ease on topics



about regional integration in Asia, in the context of managing 21st C global markets thru innovation in education and training. They will also be able to propose strategies for volatile, uncertain, complex, and ambiguous environments as Asia-Pacific becomes more central in global markets, society, and governance of public goods.

- **Managing for Sustainable Development Impact** exposes the students to discourses and real-life cases that exemplify initiatives and strategies that contribute to the achievement of the sustainable development goals as well as mitigate the factors that obstruct them. The course is divided into two segments: Managing for Sustainable Development Impact and Sustainable Financing in Development. This course also explores into the strategies stated in the ASEAN-UN Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between ASEAN and the United Nations on how to collaboratively achieve inclusive growth and the sustainable development goals. It also covers practical topics relating to the risks, challenges and opportunities of sustainable initiatives such as environmental finance, carbon neutrality, impact investing, and B Corp certification among others.
- **Disaster Risk and Crisis Management** This course is about the strategy and operational management of crisis and disasters. We live in an extremely complex world where disasters can affect society and business. Awareness, education and training on mitigation, preparedness, response, and rehabilitation are needed for survival and development. As disasters, emergencies and crisis ultimately create chaos, this elective tries to make sense and bring some order to managing these dilemmas. The course will entail an appreciation and understanding of what the disasters are in the 21st century and the risk to human and economic development, and the vulnerabilities of men and institutions, and in the process, defining the threat. These can be natural and man-made disasters and technological events. The course further identifies the resources available in a country or region that can be weaved into cohesive solutions to address these issues. At the end of the course, the student will have basic appreciation of individual skills and organizational competence in preparing and managing various types of disasters.
- **Leading Social Innovation and Design Thinking**--Social innovation addresses pressing social demands by developing and implementing new ideas, models, products, and services that satisfy social needs and the society's collective aspirations. Social innovation relies on the inventiveness and new responses of the citizens, local communities, and private and public sectors, among others. The challenges for social innovators are to identify the best and most promising approaches, ideas, and programs and to be able to deliver better social outcomes.



- **Public Policy Management** provides students with core knowledge and principles in policy formulation and advocacy, implementation and management, stakeholder engagement, and analysis and reforms that are consistent with law and institutional praxis. This course is intended to help the development managers when they work in government, international agencies, civil society organizations or when they offer guidance to these institutions when managing a concern.
- **Collaborative Governance** provides understanding on how the collaborative governance approach can be instrumental in combining the collective efforts, skills, and competencies of the public and private stakeholders to promote public innovation and cooperation for a more sustainable future.

### Learning Experiences from the Field

Our curricula have combined methodologies that maximize learning opportunities for our students. Apart from classroom lecture, activities and program events, our students are also exposed to actual situations or areas through field reviews.

Our MBA program regularly holds immersion activity, in partnership with the Gawad Kalinga Community Development Foundation (GK), a social enterprise that aims to “end poverty by first restoring the dignity of the poor”, through social education, justice, and business (GK, 2014). To learn about its social innovation framework and how enterprises may create value for the society, MBA students visit a GK site every year.

MBA students also acquire relevant hands-on learning experience that tests the knowledge and skills they acquired in the case room through Action Consulting Project- *AIM SCOPE (AIM Student Consultants in Practice)*. Grouped in teams and under the supervision of a faculty mentor, students work as consultants for the Institute’s partner companies and organizations, assisting them in developing solutions for complex business issues or strategic challenges. The program culminates with the submission of a final report and a presentation of the students’ findings and recommendations.

Also, our MDM program combines coursework with field exposure, enabling students to bridge the gap between theory and practice through experiential learning with Rapid Area Assessment (RAA) and Field Review (FR). RAA is an immersive, integrative, and applied assessment process for the development program’s first term and provides the students with an opportunity to immerse in a field setting and work with teams and collaboratively choose, write, and analyze their own development case and come up with



strategic options and recommendations that are presented not only in the classroom but also to key stakeholders of the area. FR, on the other hand is a course that takes students to a destination to immerse in a development project and evaluate project design, implementation, and assess these projects' sustainability.

## **Executive Programs for Development Professionals**

AIM offers Development Executive Programs (DEPs)-- short non-degree courses of five to ten days on specialized topics relevant to development professionals. These programs are a response to the crucial need for an intensive learning process for practitioners faced with immediate challenges within their organizations. The training is intense and practitioner-oriented, combining AIM's case method, analyses, lectures, discussions, and workshops. These programs are suitable for participants who need to return to work and immediately apply what they learned. AIM's DEPs can be classified into two: *Open Enrollment Programs* and *Custom Programs*.

Today's development managers need to address a unique set of challenges. They need to maintain the profitability and sustainability of their organizations while generating social good for communities and the planet. At AIM, these expectations are not just pressing challenges but also the very backbone of our management framework. Our Open Enrollment programs allow development managers to build their portfolio of skills while continuing to lead their respective organizations. These skills are built through the case method, as well as a wide range of other learning methodologies. The learnings participants receive have immediate, real-world application. They also empower development managers to balance social good and sustainability.

Asia is a region of unique cultures. To address the uniqueness of Asian cultures, the distinct challenges of Asian development managers, and fit the unique requirements of civic organizations and private corporations with CSR units, AIM offers Custom programs. These customized courses are developed through close interaction and analysis with the company's executives, training group, and potential participants. Once this phase is completed, our team creates a draft proposal that lists the recommended curriculum, learning methodology, schedule, venue, and learning materials.

These certificate courses, either customized or offered to the public, broaden AIM's development reach across government and non-profit sectors, and its aim to mold the next generation of development leaders who can create public value and sustain public good. Knowledge, skills, competencies, tools, and

innovative techniques are taught to address the issues in the workplace that can lead to more efficient delivery of services and promote sustainable poverty alleviation programs.

The table below lists some of the DEP programs offered or customized:

**Table 2 DEP Programs**

Program	Description	Participants
<p>Leadership and Management of Change for Development Managers</p>	<p>A one-week course on organizational leadership and organizational change using the Bridging Leadership approach. Delivered online via live virtual interactive sessions in Zoom. Participants in the program are expected:</p> <ul style="list-style-type: none"> <li>• To achieve an in-depth understanding of social, political, ecological, and cultural dimensions of development including emerging trends and issues;</li> <li>• To enhance skills and capabilities in developing strategies for managing and leading organizations, systems, and structures for the implementation of development initiatives and institutions; and</li> <li>• To be able to formulate strategies for long-term viability and sustainability of development initiatives and institutions</li> </ul>	<p>Chief executives, marketers, CSR managers, HR managers, sales, procurement managers, community affairs managers, NGOs, and members of academic institutions</p>

<p>Crisis Leadership Module Series</p>	<p>A program that empowers leaders with essential tips, best practices and overlooked strategies as they plan and enact a sound Leadership guide to combat these critical times. Delivered online via live virtual interactive sessions in Zoom. Program objectives:</p> <ul style="list-style-type: none"> <li>• To scan, analyze and quickly assess the environment in times of crisis</li> <li>• To determine who are the key stakeholders involved in crisis and learn how to engage them</li> <li>• To critically analyze potential strategies needed for crisis and how to operationalize them more successfully</li> <li>• To review and strengthen leadership communications to gain cooperation while also being mindful of the leadership brand</li> </ul>	<p>This program is designed for organizational and community leaders who are spearheading crisis management initiatives within their organization and communities.</p>
<p>Strategic Disaster Risk Management and Leadership Program (SDRMLP)</p>	<p>This program focuses on resilience leadership and risk governance and is designed to equip executives, managers and technical officers with the skill set, tool set, and mindset in achieving both individual and organizational competence in disaster risk and crisis management. The Program will enable participants to analyze disaster and crisis settings and</p>	<p>Recommended for professionals in the government, humanitarian, and development sectors, as well as business executives, managers, and entrepreneurs who want to gain a deeper understanding of disaster risk and crisis management in this volatile, uncertain, complex, and ambiguous world. Moreover, this program is</p>

	<p>evaluate their implications, to design effective risk management strategies and interventions, and to build consensus and manage resources within a volatile, uncertain, complex, and ambiguous environment.</p>	<p>open to individual contributors who wish to make a difference in the disaster risk reduction space and be able to contribute to the building of resilience in their community</p>
<p>Monitoring &amp; Evaluation for Results</p>	<p>Results-Based Monitoring and Evaluation (RBM&amp;E) is a systematic approach for monitoring performance and evaluating the long-term results of projects instead of just short-term output. It enhances the effectiveness of development programs and projects implemented by organizations from both private and public sectors. This ten half-day program is designed for current and potential leaders working on development programs and projects and covers topics on M&amp;E concepts and principles, current practices on M&amp;E, program/project logframe, developing performance indicators, use of applicable tools and techniques, use of information systems, and using M&amp;E results.</p>	<p>The course is intended for potential and current managers working on programs and projects implemented by public and private sector organizations.</p>
<p>Leadership in Project Management for Development</p>	<p>The program will develop project leaders' adaptive skills and provide significant solutions for real-time business problems.</p>	<p>This program is highly recommended for Project Managers, Development Practitioners, Project Analysts,</p>

	<p>Participants from both public and private sectors will learn how to navigate through the new reality, equipped with the proper perspective to understand business trends and directions. Participants will also learn techniques on how to retool and apply proven as well as innovative ideas, develop broader skills, and look at the business from a viewpoint that redefines proficiencies in project management.</p>	<p>Specialists, Project Implementation Officers, Project Supervisors, Development Administrators, and Project planners.</p>
<p>Designing &amp; Developing Sustainable Tourism</p>	<p>The AIM- Dr. Andrew L. Tan Center for Tourism, in collaboration with the School of Executive Education and Lifelong Learning, offers this program with the objective of helping tourism organizations and enterprises reboot from the pandemic. Modules will be beneficial in planning for the new normal and prepare for future crisis/pandemic management. After the program, participants would be capable of thinking strategically about recalibrating and rebooting their sustainable tourism programs/projects and what would be the key requirements for successful implementation. Using the concepts, principles, and tools to be discussed, participants</p>	<p>National government agencies (DOT, TIEZA, TPB, among others) and local government units (governors, mayors, councilors, regional directors, tourism officers), Private sector (tour operators, tourism enterprises) and tourism-related organizations (HRAP, HSMA, ATOP, PHILTOA), Academic and tourism research institutions, Alumni of Designing and Developing Sustainable Tourism (DDST) and Designing and Developing Smart and Urban Tourism (DDSUT)</p>



	would redesign their existing tourism development plan for the new normal.	
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### Faculty Community Service

Faculty are encouraged to have Board, Directors, and Trustee memberships across private, government and non-profit sectors to maintain currency of practice as well as expertise. These affiliations carry weight in their annual evaluations, specifically under community service. Maintaining this kind of exposure provides faculty with higher level views on how organizations work and exposes them to national and international management and development best practice. A number of AIM faculty hold Board Directorships in many non-profit organizations. With these affiliations, they were able to help their organizations and expose AIM students to development organizations through institutional events and partnership.

### Continuous Improvement

AIM is committed to incorporating into our academic activities and curricula the values of global social responsibility, and our plans involve the following:

1. AIM will continue to develop program offerings, courses, activities, and events that integrate the Sustainable Development Goals;
2. AIM will partner with institutions, organizations, and individuals to increase sustainable development impact and learn sustainable development best practices; and
3. AIM will continue to review its courses and curricula and explore the alignment of learning goals, objectives, and outcomes with Education for Sustainable Development (ESD).





### Principle 3. Methods

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

Throughout its 50-year history, the Institute has been driving positive transformation in society by imparting and enhancing knowledge and skills through its programs and research that are designed and attuned to the needs and issues in the region. It has successfully established itself as the source of premier human resource development for private and public sectors in emerging markets, especially in Asia with its own standard of excellence.

The AIM standard of business and development management are exemplified by the following:

**Eminent Leadership.** Our international Board of Governors and Board of Trustees are composed of prominent business leaders and academics who share a deep commitment to the development of Asia and its people.

**Multicultural Environment.** Our faculty and student body are both multicultural and multinational.

**Strong Alumni Network.** Our alumni can be found at the highest levels of responsibility in private, public, and non-profit sectors throughout the Asia-Pacific and in other parts of the world.

**Practitioner-Oriented Approach.** Our academically and professionally qualified faculty have a broad regional outlook and wide experience in and knowledge of Asian management and practice. Our approach is practitioner-oriented, and our relationships with key academic institutions and development organizations all over the world are fundamental to the development and enhancement of our programs and activities.

**Thought Leadership.** Our research centers form a nexus where the private sector, government, and civil society connect, converge, and synergize. We draw support for AIM's learning programs and research in terms of financial contributions and participation by the management and business community.

**Practical Learning with the Case Study Method.** Because our programs are designed for practical application in the real world, we advocate practical learning with the case study method as the primary mode of teaching and learning. This method, which we have adapted from the Harvard



Business School's own system, allows students to analyze actual business scenarios to hone their analytical, decision-making, and communication skills. It also encourages lively discussions between classmates, resulting in a robust and dynamic learning environment.

**Learning Teams.** To promote collaborative learning and leadership, as well as foster the school's multicultural ethos amongst students, we assign each one to a "learning team" or "can group." These teams give students a diverse learning environment and provides each one the opportunity to experience and benefit from multi-faceted perspectives.

## Curriculum Management

Our curricula, courses, and teaching materials are regularly reviewed and continuously developed to serve the needs of private and public enterprises in the Philippines and other Asian countries. In reviewing our degree program goals and objectives and in utilizing various instructional methodologies, we determine the extent to which program learning goals and objectives are covered in various courses and learning activities.

The curriculum management and learning goals of each program are guided by the Institute's mission. We reaffirm the Institute's mission to sustain the growth of Asian businesses and societies and develop professional, entrepreneurial, and socially responsible leaders and managers by:

- offering leading-edge practitioner-oriented management programs that use learning technologies that are responsive to our diverse markets;
- promoting research that elevates these programs to higher levels of excellence;
- attracting and developing an international faculty of distinctive competence and highly skilled and trained staff who ensure the delivery of quality services; and nurturing and sustaining a culture that rewards professionalism, creativity, and excellence.

All our programs include an Ethics-related course while the triple bottom line and sustainable development goals are incorporated into some courses, particularly in Finance, and in the MBA Development of Enterprise course.



## Learning Assessment

Learning outcomes are regularly assessed through course-embedded measures and demonstration through stand-alone testing or performance evaluation scheduled at the end of courses. A double-blind evaluation system by independent assessors determines student outcomes. The results of this assessment are presented to faculty for comments and discussion of alternative changes to program curriculum and/or pedagogy in order to close the gap between expected and actual learning outcomes, if any. Towards the end of the program, students also self-assess and evaluate— a measure that provides valuable insight for both faculty and program staff to determine if students achieved the program’s learning goals.

The table below lists some of the Institute’s assessment tools:

**Table 3 Institute’s Assessment Tools**

Assessment Tools	Description
<b>Capstone Project</b>	The Capstone Project is a major requirement that students must complete prior to graduation. It is the equivalent of a thesis. The Capstone is an application-oriented report meant to provide the students with an opportunity to reflect on the lessons learned and improvements achieved during the course of the program, and to integrate the skills, approaches, frameworks, and methodologies learned from the program and apply these in a comprehensive manner to their respective situations.
<b>Classroom Participation</b>	Individual. This assesses not the frequency but the quality of contribution a student makes in a classroom discussion. This may be displayed through building on someone’s idea, arguing a point, or refuting a claim, with evidence
<b>Data Strategy Evaluation Report</b>	A report containing the students’ initial contact with various industries, two months into the program (Term 1) to evaluate their knowledge in assessing a company’s data science level of analytics (i.e., descriptive, diagnostic, predictive, and prescriptive), as well as suggested solutions, if available.
<b>Field Review (FR)</b>	Team. This is an immersive, integrative, and applied assessment process for all. Term 2 courses. A presentation and a written report are expected outcomes.
<b>Individual &amp; Group presentations</b>	Students should demonstrate mastery of the different visual, verbal, and nonverbal components needed to create an effective presentation.

<b>Oral exams</b>	The Comprehensive Oral Exam is an assessment of the students' ability to demonstrate the practical application of the learnings and insights derived from the courses in the final term, specifically in Strategic Management and Leadership.
<b>Rapid Area Appraisal/ Assessment (RAA)</b>	Team. This is an immersive, integrative, and applied assessment process for all Term 1 courses. A presentation and a written report are expected outcomes.
<b>Team Presentations</b>	Team. This assesses the Learning Team's ability to articulate issues in a timed presentation, covering Context, Methodology, Issues and Challenges, and Recommendations.
<b>Walkabout Reports</b>	The EMBA Leadership Walkabout applies the same "test" to EMBA students before they graduate. It is an opportunity to demonstrate their leadership competencies outside of the AIM classroom. Through the Walkabout, they shall demonstrate managerial skills such as opportunity seeking, goal setting, team building, negotiating, consensus-building, strategy formulating and implementing, among others, that they may feel the need to succeed as a professional manager. More importantly, this shall demonstrate their leadership skills.
<b>Written Analysis of Cases (WACs)</b>	WACs complement the case method class discussions and are meant to test students' individual skills in analyzing a case. WACs require individual thought, organization of ideas, and presentation of these in writing that is coherent, cohesive, logical, internally consistent, and concise. Selected cases are analyzed to highlight the application of concepts as well as the tools and techniques for analysis and decision making.
<b>Written Examinations</b>	Individual. This may be between 1 to 4-hour course content integration examinations.

## Learning Methodologies

The learning methodologies employed by our faculty are designed to provide students with a holistic learning experience, both within and outside the learning space. They are categorized into:

- structured learning which refers to supervised in depth-learning experiences;
- social learning which allows learning through observation of others;
- and applied learning in which students learn by applying the skills, theories, tools, and models.

Below are some of our learning methodologies:

**Table 4 Learning Methodologies**

Structured Learning	Social Learning	Applied Learning
Lectures & Class discussions	TED Talks (brief talks of experts in various fields to stimulate learning)	Workshop (exercises in small groups where participants work out problems, and share with other groups where they learn from each other's results)
Learning team discussions	Coaching and Mentoring with SMEs and Faculty	Walkabouts (telling a themed story from actual field/ customer observations, interviews, customer surveys from diverse retail outlets)
Case method of learning	Cross-Industry Interactions/ Hackathons	Simulations (scenarios that simulate different conditions – i.e., poor cash flows, negotiations, bargaining, etc.)
Diagnostics and profiling	Games (fun exercises where groups experience social and psychological reactions to real life dilemmas)	Real Life Applications/ Capstone Projects & Presentations (application of learning through group/ individual projects and presentations)

Our faculty members use cases, scenarios, and learning materials that promote extensive understanding of the sustainable development goals and social responsibility.

Some of the related cases and learning materials we currently use are:

**Table 5 Selected Learning Materials and Cases Used**

Learning/Case Material	Publication
Surviving Ebola - Public perceptions of governance and the outbreak response in Liberia. International Alert	2015
Informal Economy: Case Study of Street Vendors in Bangkok, K. Roeksiripat, Chulalongkorn University.	2016
Shadow Economy or Shadow State? The Illicit Gun Trade in Conflict-Affected Mindanao. Pp,70-112. International Alert.	2016
Rebellion, Political Violence and Shadow Crimes in the Bangsamoro: The Bangsamoro Conflict Monitoring System (BCMS), 2011-2013. International Alert.	2014
Paris 2015: Getting a Global Agreement on Climate Change: A Report by Christian Aid, Green Alliance, Green Peace, RSPB, and WWF.	2015
Technology Reshaping the Global Economy, Standard Chartered Bank Special Report, January 2015. (pp.1-80).	2015
Innovative Asia: Advancing the Knowledge – Based Economy– The Next Policy Agenda, ADB, Sept. 2014.	2014
Working for the Few: Political Capture and Economic Inequality. OXFAM Working Paper, 20 January 2014	2014
Safe Save: Providing Financial Services to Slum Dwellers	2005
Greater Mekong Subregion Tourism Infrastructure for Inclusive Growth Project: Report and Recommendation of the President	2014
Social Return on Investment for Good Foot Delivery	2015
Philippines Conditional Cash Transfer Program Impact Evaluation, World Bank	2014
Women as Policymakers: Evidence from a Randomized Policy Experiment in India	2009

Analyzing the Impact of Legislation on Child Labor in Pakistan, World Bank Policy Research Paper No. 4399.	2007
Behavior Change Communication for HIV / AIDS – A Strategic Framework	2002

## Faculty Training and Development

Our faculty participated in different trainings and events locally and abroad to broaden their skills and knowledge not only in their respective expertise but also in the areas of sustainability, governance, and responsible management education.

The following is a selection of related professional development activities attended by our faculty members:

- Ideo U Foundations in Creative Leadership Certificate Course: Leading for Creativity, Creative Leadership and Storytelling for Influence, and Cultivating Creative Collaboration
- EFMD Face-to-Face Workshop of the Online Teaching Academy in MIP Politecnico di Milano in Milan, Italy
- Digital Marketing Strategies for the Digital Economy Course in Wharton School - University of Pennsylvania
- HBP Teaching in Online and Hybrid Classes: Key Elements for Success
- Executive Academy and Learning Professionals Nanyang Technological University in Singapore
- AACSB 2019 Asia Pacific Annual Conference at the Millennium Seoul Hilton, Seoul, South Korea
- AACSB International Conference and Annual Meeting in Edinburgh, Scotland
- AACSB Data Analytics Summit Tempe, Arizona, USA
- 2nd PRME Champions Meeting, Costa Rica

## Towards a Sustainable Working and Learning Environment

AIM's commitment to responsible management education and practice extends to the Institute's workplace and community. Sustainability principles are incorporated in all its strategies including the delivery and use of its natural, human, technological and social resources.

AIM espouses campus-wide measures and initiatives that actively demonstrate its commitment to sustainability. These measures include:



1. Establishing a committee on sustainability, composed of select administrators, professors, students, and employees, which promote and form initiatives and guidelines for incorporating sustainability in all our methodologies, strategies, roles, and responsibilities.
2. Continuing to implement institution-wide environmental management system (EMS), which spearheads information campaigns, training, and education programs to increase environmental awareness and ensure follow through by its faculty, students, alumni, other stakeholders, and the general public. Information campaigns are conducted by the EMS, on the Philippine Department of Energy's (DOE) Interruptible Load Program (ILP) and actions that AIM may take to participate in the reduction of the electrical demand on the distribution utility; Earth Hour activities; water stewardship and conservation; and maintaining clean and orderly work environments.
3. Continuing to conserve natural resources by monitoring the efficient operation of all its processes, the proper utilization of energy and raw materials, the minimization of waste, and by working toward continual improvement.
4. Continuing to promote energy savings through actions such as using energy-efficient LED bulbs; LED or LCD television sets in the rooms of the AIM Conference Center Manila; improvements in AIM cafeteria facilities for more efficient energy use; and the monthly monitoring of electricity. We also have waste minimization efforts through regular inspections of facilities to ensure that there are no leakages, recycling of reusable waste materials, and initiatives to reduce paper waste from printing. We have improved our technologies in various areas such as kitchen, lounge, and cafeteria to promote energy efficiency.
5. Preventing pollution and further degradation of the environment by establishing guidelines on proper waste disposal systems. Students have also participated by posting announcements about the negative environmental effects of using plastic.
6. Continuing to comply with environmental standards set by the Philippine Department of Energy, including the designation of a Pollution Control Managing Head and a Pollution Control Officer, and securing the services of an accredited hauler of solid wastes in compliance with pollution and solid waste management codes. We conduct regular inspections of cafeteria and restaurant kitchen areas, generator sets, LPG, and diesel storage tanks to ensure that these are orderly and free from any leakages.



7. Complying with all policies, regulations, and procedures that promote environmentalism and a healthy and safe working environment. The institute remains firmly committed to complying with laws and regulations of the Philippines, specifically with regards the environment and the safety and well-being of its faculty, staff, students, visitors, and partners. These regulations include: Sanitation Code of the Philippines, Fire Code of the Philippines, Building Code of the Philippines, Labor Code of the Philippines, Clean Air Act, and Clean Water Act. AIM's Health and Safety Committee, which initiates Institute-wide activities to promote a healthy and safe working environment for the Institute and its stakeholders, continues to attend Fire safety seminars, implement emergency evacuation drills, and promote health awareness.
8. Continuing to maintain a clean, orderly, and aesthetically appealing campus which harmonizes people, plants, and physical facilities into an environment conducive to work and learning.

The institute, through EMS and Health and Safety Committee, also regularly conducts inspections of workstations, learning facilities, and dormitories to ensure that these are clean, orderly, safe, and, free from clutter. The Sustainability Committee continues to develop campaigns and approaches to encourage community participation in practicing sustainability.

### **Continuous Improvement**

AIM is committed to incorporating into our academic methodologies and approaches the values of global social responsibility, and our plans include the following:

1. AIM will continue to ensure that our program and course learning goals, academic methodologies including materials, and approaches uphold the principles of Sustainable Development Goals;
2. AIM will continue to partner with institutions and organizations that are known for their sustainable development impact and best practices so that our students will get the best and most impactful approaches from their field reviews, field exposures, and research;
3. AIM will continue to review its learning methodologies and learning materials and explore alignment with Education for Sustainable Development (ESD);
4. AIM will continue to send faculty to professional development activities that broaden their knowledge and skills in the areas of sustainability, governance, and responsible management education; and
5. AIM will continue to implement and develop initiatives and measures that encourage and promote sustainable practices among community members.

## Principle 4. 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, environmental, and economic value.*

Our faculty and research centers have continued to generate high-quality, high-impact research and knowledge materials. They participate in events and provide venues that promote an understanding of the role, dynamics, and impact of corporations and institutions in the creation of sustainable, environmental, and economic value. For 2018 to 2020, the Institute's intellectual contributions which span a diverse range of topics such as sustainability; sustainable businesses; energy, food production and politics and governance; philanthropy and corporate social responsibility; entrepreneurship; leadership; and social inclusion among others, have totaled to 128 as seen in the table below:

**Table 6 Number of Publications 2018-2020**

	AY 2018-2019	AY 2019-2020	AY2020-2021 (present)	Total
Peer-reviewed journals (PRJs)	15	24	2	41
Cases	10	13	4	27
Book	1	0	0	1
Proceedings	0	3	0	3
Other Intellectual Contributions <sup>[b]</sup>	23	23	10	56
<b>Total</b>	<b>49</b>	<b>63</b>	<b>16</b>	<b>128</b>

The following are some of the published works of our faculty and centers:

**Table 7 Examples of Published Peer Reviewed Journals**

PEER-REVIEWED JOURNALS: AY 2019-2020			
Author/s	Title	©	Publication
<p>Safae-Chalkasra, Lolita Shaila P.; Rivera, John Paolo R.; &amp; Basuil, Dynah Avigail T.</p> <p><i>In collaboration with Ramon V. del Rosario, Sr. Center for Corporate Responsibility and Dr. Andrew L. Tan Center for Tourism</i></p>	A review of theoretical perspectives on CSR among family enterprises	2019	Vision: The Journal of Business Perspective Vol. 23, Is. 3, pp. 225-233
Dahms, Sven	Power, CSR strategy, and performance in foreign-owned subsidiaries	2019	Canadian Journal of Administrative Science ABS2 pp. 1-19
Dahms, Sven	Foreign-owned subsidiary knowledge sourcing: The role of location and expatriates	2019	Journal of Business Research ABS3 Vol. 105, pp. 178-188
Dahms, Sven & Thammasat, Suthikorn Kingkaew	A configurational perspective on subsidiary top management team national diversity and performance	2019	Personnel Review ABS2 Vol. 48 No. 6, pp. 1507-1529
Chung, Hsi-Mei & Dahms, Sven	Leadership decisions in foreign subsidiaries of multinational family business groups	2019	International Journal of Human Resource Management ABS3
Domingo, Rene T.	How facilities design affects patient safety, quality, and productivity?	2019	Management in Healthcare Vol 4, Is. 1, pp. 1-10
<p>Canare, Tristan &amp; Francisco, Jamil Paolo</p> <p><i>In collaboration with Rizalino S. Navarro Policy Center for Competitiveness</i></p>	Decentralization, fiscal independence, and poverty in the Philippines	2019	Public Budgeting and Finance Vol.39, Is. 4, pp. 94-117

**Table 8 Examples of Published Cases**

<b>CASES: AY 2019-2020</b>			
<b>Author/s</b>	<b>Title</b>	<b>©</b>	<b>Publication</b>
Delayco, Maria Luisa C.; Puri, Sandeep; & Hayati, Babak	House of Lasagna: Growth and expansion fix	2019	Ivey Publishing
Turpin, Dominique; Puri, Sandeep; & Francisco, Jamil Paolo	Eco Tasar Silk Private Limited: Moving beyond business	2019	IMD
Puri, Sandeep; Pandey, Shweta; & Hayati, Babak	Robinsons Retail Holdings Inc.: Navigating Rustan's acquisition	2019	Ivey Publishing
Mañalac, Ma. Theresa P., Jakosalem, Stefanie Mae Margaret, & Puri, Sandeep	Shakey's initial public offering: Dilemma of investing	2019	Ivey Publishing
Puri, Sandeep, & Singh, Vipul	Zerodha: Sustaining a leadership position in India	2019	Ivey Publishing
Roxas, Fernando Martin Y. & Santiago, Andrea	Carlos Ghosn: Hero or Villain?	2019	Ivey Publishing
Roxas, Fernando Martin Y. & Santiago, Andrea	Takata Bankruptcy: Failure of leadership or innovation gone rogue?	2019	Ivey Publishing
Puri, Sandeep; Mañalac, Ma. Theresa P.; & Ranjan, Jayanthi	Customer management at Magellan Savings Bank of Philippines	2020	Ivey Publishing
Puri, Sandeep & Sen, Kakoli	Alpha Advantech LLP: Reaching the masses	2020	Ivey Publishing
Puri, Sandeep; Dahms, Sven; Puri, Shraddha; & Nalamothu, Ritvik	Sarva Pharmaceuticals: International Expansion to Myanmar	2020	Ivey Publishing
Krishna, Sanchita; Puri, Sandeep; & Singh, Rakesh	Unilever: Using Horlicks's brand equity to Lead	2020	Ivey Publishing
Puri, Sandeep	Sarva Pharmaceuticals in Cambodia: Fight or Fold?	2020	Ivey Publishing

**Table 9 Example of Proceedings**

PROCEEDINGS: AY 2019-2020			
Author/s	Title	©	Publication
Puri, Sandeep; Singh, Rakesh; Kumar, Narendra, & Hayati, Babak	The role of sales force control systems in driving the sales of new products	2019	AMA Summer Academic Conference Vol. 30, p. BM32
Sharma, Ritu; & Puri, Sandeep	Purchase intentions and point of purchase: Customer 360-degree perspective	2019	AMA Summer Academic Conference Vol. 30, pp. CO3-53

**Table 10 Examples of Other Intellectual Contributions**

OTHER INTELLECTUAL CONTRIBUTIONS: AY 2019-2020			
Author/s	Title	©	Publication
Calderon, Felipe O.  <i>In collaboration with Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance</i>	CSOs to adopt bank track model	2019	JBF Working Paper
Basuil, Dynah A.; Faustino, Christine Marie D.; Caliso, Rose Anne Camille; & Licuanan, Victoria  <i>In collaboration with Ramon V. del Rosario, Sr. Center for Corporate Responsibility</i>	Strategy Document: Towards effective empowerment for Philippine women entrepreneurs in SMEs	2020	UN Women and WeEmpower Asia  <b>NOTE: Main output for funder</b>
Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance  Arlene Gutierrez	Assessment of the Asset Management Industry in the Philippines: The Case of the Unit Investment Trust Fund (UITF) Sector	2020	JBF Working Paper
Rizalino S. Navarro Policy Center for Competitiveness  Francisco, Jamil Paolo; Flaminiano, John Paul; Abad, Joshua Uel; & Santamaria, Jose Gerardo	Do regulatory compliance costs hinder growth among small and medium enterprises in the Philippines?	2020	RSN-PCC Discussion Paper 20-001



## AIM's Research Centers

AIM has various research centers that focus on different themes yet intersect in their common mission of developing research, new programs, and materials that aim to further strengthen AIM's programs and value to business and society. These Centers are led by AIM faculty with research teams.

### **TeaM Energy Center for Bridging Leadership (AIMTEC)**

AIMTEC has its roots in a global research project conducted by the Synergos Institute in 2000. The project brought together practitioners from different parts of the world to articulate this leadership approach through the development of some 20 cases on Bridging Leadership and a paper by Steve Pierce entitled, "Bridging Differences and Building Collaboration: The Critical Role of Leadership". This inspired the Institute to continue the research and application of Bridging Leadership through the Center (formerly called the Center for Bridging Societal Divides). Since then, Bridging Leadership has grown and developed under AIMTEC.

"Bridging Leadership" is a management approach that promotes processes that address social inequities and involves three main segments: building Ownership of the response, developing Co-Ownership with other stakeholders, and together engaging in the Co-Creation of better, more inclusive societies. It is all about leading collaborative action to bring about social change.

AIMTEC's mission is to develop Bridging Leaders who will address and diminish societal divides in Mindanao, the Philippines, and the rest of Asia.

The Center continues to convene and lead conversations, critical masses, and capacity building programs around the work of leadership of change across those divided by exclusion and inequity. The Bridging Leadership (BL) framework is employed to achieve the aim of promoting transformational and sustainable leadership to diminish societal divides.

AIMTEC's primary focus includes working with the government and civil society, particularly in conflict-impacted areas in the Philippines and throughout the region. Its Bridging Leadership training programs and workshops, as well as policy work, conference papers, and other presentations, are produced in partnerships with various government and multilateral agencies as well as NGOs. Some noteworthy accomplishments include assisting the Independent Commission on Policing (the body tasked to submit recommendations to the Government of the Philippines and Moro Islamic Liberation Front (GPH-MILF) Peace Panels for the formation of a police force for the Bangsamoro), introducing Bridging Leadership to government officials in India, conducting region-wide Bridging Leadership workshops in the Philippines in cooperation with the



Department of Education (from 2015 onwards, and with the City of Makati in 2017), and running short courses and training programs for government officials and development workers and managers within the Philippines and across the region.

The center's programs include:

- World Bank-Mindanao Bridging Leadership Program which aims to build a cadre of Bridging Leaders in Mindanao who can address issues like peace, education, health, land conflicts, poverty, and poor local governance, among others. It has two key components: Leadership Formation and Institutional Development.
- The Bridging Leadership Fellows Program aimed to develop bridging leaders who can analyze the dimensions of a divide clearly and identify all the stakeholders with whom they can form linkages of understanding and action. They have a vision of transforming the lives of the marginalized by diminishing existing divides.
- Future Bridging Leaders Program (FBLP) is developing youth leaders who will be catalysts for social change. Bridging Leaders are set apart by their systemic view of complex issues, sense of ownership for the same, skills in collaboration and engagement with multi-stakeholders, and their innovative approaches to creating sustainable institutional arrangements. September 2020 marks the conclusion of its third cohort which convened youth leaders from all over the country from the fields of mental health, education, empowerment of indigenous peoples, education and employment, and persons deprived of liberty, etc. Through engaging in the program's interactive discussions and activities, the youth fellows were challenged to broaden their perspectives on the societal divides in their organizations and communities which they hope to address through their change ideas and prototypes
- The Bridging Leaders' Initiative for Climate Resilience (BLICR) is a fellowship program for local chief executives and private sector development professionals who are committed to co-creating cross-sectoral entrepreneurial ecosystems for the country's most vulnerable coastal communities. The fellowship launched just this year aims to capacitate fellows and create synergies that will lead to the creation of public-private partnerships using ecosystem-based adaptation (EbA) solutions to address the adverse effects of climate change.
- The Center also runs Public Programs and Customized Courses in support of the mission of AIMTEC to develop Bridging Leaders. These programs, which run anywhere from a day, a week, or around a month, provide a fundamental orientation to Bridging Leadership and its core concepts and practice.

These public programs, while using the core content and process of Bridging Leadership, are adapted to the context and specific needs of the managers and leaders who take them.

The Center has also published several papers on Bridging Leadership including:

- “Stakeholder Analysis and Identification for Social Change Programs” by Jacinto C. Gavino, Jr., Manuel J. De Vera, Cecilia C. Versoza, Karmela Faustine C. Indoyon, and Ms. Maria Raizza Renella P. Bello (2018)
- “Mediating Roles of Rapport and Liking when Mimicking in Computer-mediated Negotiation” by Dynah Abigail T. Basuil, Nieves R. Confesor, Manuel J. De Vera, Karmela Faustine C. Indoyon, and Ms. Maria Raizza Renella P. Bello (2018)
- “Towards the Development of the Bridging Leadership Index (BLI): A Review of Psychometric Analysis and Item Development Processes of Selected Leadership Scales” by Manuel J. De Vera, Tristan L. Piosang, and Donn David R. Ramos (2019)
- “Bridging Leadership and the Case of Social Transformation in Dumingag, Davao del Sur, Philippines” by Manuel J. De Vera, Tristan L. Piosang, Junica P. Soriano, and Donn David R. Ramos (2019)

### **Ramon V. del Rosario, Sr. Center for Corporate Responsibility (RVR Center)**

The work of the RVR Center is two-fold: to promote the practice of good corporate governance at the intersection of both public and private sectors by confronting corruption and encouraging accountability, and to generate initiatives that champion corporate citizenship relative to the competitiveness of corporations and its impact on society.

Through research, training, and consultancy, as well as engagement, the Center has been involved in anti-corruption projects for small and medium-sized enterprises (SMEs) in the Philippines and reviewed existing Senate bills for local entrepreneurs as part of its advocacy and has also been actively building partnerships with various international organizations. The Center is one of the key partners of the International Labour Organization (ILO) in advocating for responsible business behavior among businesses in the Philippines. It also works with the Organisation for Economic Co-operation and Development (OECD) in creating an enabling environment for greater uptake of the international Responsible Business Conduct (RBC) standards.

The Center mainly contributes to mapping of policies, practices, and initiatives in the Philippines as well as convening interministerial dialogues among policy makers to further promote RBC and due diligence in Asia. In 2010, the AIM RVR Center partnered with the Center for International Private Enterprise (CIPE) to assist





MSMEs on implementing measures on eliminating corruption and developing integrity among businesses. The project has expanded into discussions with Chambers of Commerce in major Philippine cities and culminated in an agreement between the RVR Center and the Philippine Chamber of Commerce, enabling both parties to influence policy reform initiatives in the legislative and executive branches of government, and developing a program aimed at piloting good governance reforms at the local government level. It has also partnered with the Office of the Ombudsman to jointly run Integrity Forums.

The Center also advocates the promotion of diversity and empowerment of women in the workplace and aims to continue to enhance their advocacy and expertise through engaging more research and knowledge-sharing through publications. It has successfully promoted and implemented programs together with UN Women and We Empower Asia and Investing in Women for the integration of more opportunities for women in the workplace.

Other activities of the Center involve survey research, case writing, and organizing local and regional conferences, seminars, and roundtable discussions. Among the conferences, the Asian Forum on Enterprise for Society (AFES, formerly AFCSR) organized annually by the AIM RVR Center since 2002 is one of the largest annual conference on corporate responsibility in Asia.

### **Rizalino S. Navarro Policy Center for Competitiveness (RSN-PCC)**

RSN-PCC is the Institute's public policy think tank and research arm. It is tasked with responding to emerging international economic trends and the demands of an increasingly integrated and competitive global trade and finance environment. Since its inception, it has carried out its mandate by producing cutting-edge policy and academic research, providing technical assistance to multilateral organizations and actors from the public and private sectors, and hosting evidence-based policy discussions in support of the long-term growth and development of the Asian region and the Philippines.

Although the Center is still engaged in other forms of development, policy, and economic research, its renaming in 2015 from Policy Center to the Policy Center for Competitiveness prompted a shift in its focus towards building national competitiveness and promoting shared prosperity. Today, the AIM-RSN-PCC is one of the most productive units in the Institute in terms of research output (working papers, publications, and events) and media coverage.

Guided by its competitiveness framework, the Center carries out a dynamic research agenda. Beginning 2017, the Center has focused on two main research tracks: (1) building competitiveness and promoting shared



prosperity, and (2) competition and competition policy. Special attention is given to small and medium enterprises (SMEs) as an important source of growth and employment, their competitiveness, linkages among themselves and with large enterprises, their participation in local, regional, and global value chains, and how they are affected by competition and competition policy. In addition to its core research agenda, RSN-PCC frequently responds to current events and participates in relevant policy debates that affect national competitiveness through evidence-based opinion/editorial articles, events, and full research papers. The Center has engaged in timely research on development and national competitiveness, SME (small and medium enterprises) competitiveness, promoting inclusive growth and shared prosperity, human capital and workforce development, crime, corruption, political inclusiveness, taxation, access to finance, crisis resilience, and youth affairs.

Complementing the resources and effort put by the Center on its research are partners from the academe, government, multilateral organizations, and the civil society. The Center has a long-standing standing partnership with the Konrad-Adenauer-Stiftung, the International Institute for Management Development in producing the World Competitiveness Yearbook, and the Social Weather Stations. Among its recent partners include the Asian Development Bank, the United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO), United Nations Children's Fund (UNICEF), and the International Development Research Center (IDRC).

Full working papers are the primary publication output of the AIM-RSN-PCC. Recognizing the many audiences and stakeholders involved in matters of national competitiveness, however, the Center aims to convert its working papers into various forms each targeting a specific audience: scholarly journal articles, opinion/editorial pieces, policy briefs, and press releases. The Center also organizes conferences and public fora as means of disseminating research while encouraging public discourse.

From 2011 to 2019, AIM-RSN-PCC produced a total of 76 working papers, 29 peer-reviewed journal articles, several book chapters, and four books. Its research output has also produced 102 conferences, forums, workshops, round-table discussions, and other events. As evidence of its reach to the general public, the Center's studies spawned 58 opinion-editorial pieces and 315 quotations/citations in print, broadcast, or online media. The Center has also been recognized internationally, being included in the University of Pennsylvania's Go To Think Tank Index Report of top think tanks worldwide.



## **Governor Jose B. Fernandez, Jr. Center for Sustainable Finance (JBF Center)**

Formerly the Center for Banking and Finance, the JBF Center was renamed in 2019 as the Center for Sustainable Finance. It champions the promotion and integration of environmental, social and governance (ESG) criteria into the banking and financial services sector in the Philippines. Through forming collaboration with key industry players, conducting quality research and training programs, the Center aims to build a sustainable local banking and financial services sector that ensures stable and long-term economic efficiency and competitiveness while contributing to the preservation of the environment, advancement of cultural diversity and improvement of social well-being.

The Center often works in collaboration with professional associations, and in partnership with Chartered Financial Analyst (CFA®) Society Philippines, hosts academic events, conferences, and training sessions for key certification requirements. It is currently working with UK-based Earth Security Group in an 18-month project funded by the German government in promoting Ecosystem-based Adaptation or EbA. The Center is tasked to build an economic and financial case for EbA in the Philippines—to investigate the valuation of EbA specifically in the country and raise the awareness of the Philippine banking industry on the benefits of financing EbA. The findings in this project will be integrated in the Executive Training Program on Sustainable Finance that AIM is implementing for local bankers.

The Center aims to help the country transition to a sustainable economy by facilitating dialogue between the banking and financial services sector, businesses, and policymakers. It supports local regulators and policymakers in their work to lead the sustainable finance agenda by convening working groups to embed sustainable principles and practices into banking policies and programs. In 2020, AIM through the JBF Center joins the consortium of the Philippine Sustainable Finance Alignment Initiative. The consortium will bring together standard-setting bodies, training institutions, bank industry groups, finance institutions and regulators to align their respective reporting frameworks to deliver on the mandatory requirements of the Philippine Securities and Exchange Commission (SEC) and the Bangko Sentral ng Pilipinas (BSP) on the Sustainable Finance Framework for banks. The consortium will also develop a Sustainable Finance training roadmap that will identify and articulate shared sustainability reporting objectives and how those shared objectives can translate into harmonized reporting requirements that support corporate, and national and international governmental aims including the SDGs.



### **Dr. Andrew L. Tan Center for Tourism (ALT Tourism Center)**

The Dr. Andrew L. Tan Center for Tourism was established to provide thought leadership in tourism management, with a strong focus on supporting the sustainable development and competitiveness of Philippine tourism. With its perpetual endowment from the Megaworld Foundation, the Center continually works towards fueling the continued development of tourism enterprises.

The Center undertakes interdisciplinary research in tourism and disseminates its findings to academic, governmental, and private sector communities. Its working papers, industry outlooks, and various other forms of information exchange at the local, regional, national, and international levels are produced in order to generate responses from tourism stakeholders. It also convenes conferences, fora, lectures, and continuing education programs to help stakeholders build capacity and formulate sustainable policies for implementation. The Center designs workshops catering specifically to Local Government Units (LGUs) involved with tourism planning and implementation. Generated tourism-related case studies are not limited to management issues in the Philippines, but also pertinent management issues faced by ASEAN member states.

### **Basant and Sarala Birla Professorial Chair in Asian Family Corporations (BIRLA)**

The Basant and Sarala Birla Professorial Chair in Asian Family Business is AIM's principal resource of knowledge about family businesses in Asia. Established in 2012 through a generous endowment from the Birla family, it has worked on primary and secondary research related to family business in Asia. Birla's aim is to generate knowledge and strengthen Asian family firms by providing innovative strategies to manage challenges while ensuring sustainable growth. Family Business workshops, training seminars for teachers of Family Business Management, Family Business Dialogue series, breakfast fora, and case competitions are held in collaboration with Asian family firms, as well as local and international universities. Its newsletter, the Vansh Shastra, is a compendium of literature that gathers both research and literature review of emerging topics on family business and serves academia as well as family and nonfamily business managers alike.

### **Analytics, Computing, and Complex Systems laboratory (ACCeSs@AIM)**

ACCeSs@AIM is AIM's first corporate laboratory and the first of its kind in the Philippines. Established in 2018, it is envisioned to lead and promote the use of complex systems science, data analytics, artificial intelligence, and computational models to support innovation in industries, government agencies, and other sectors. With a multidisciplinary team of experienced and highly trained scientists, entrepreneurs,



economists, and engineers who work closely together, ACCeSs@AIM aims to be a leader in developing actionable insights as well as creating practical solutions to challenges experienced by its multisectoral clients and partners. To solve and model these real-world problems, ACCeSs@AIM's competencies go beyond mainstream data science techniques. The team's expertise in complexity science, network science, and multiagent systems modeling provides clients with second to none service. The lab houses a 500-teraflop supercomputer (the fastest in the country and only second to Singapore in Southeast Asia) to complement its team's technical prowess.

ACCeSs@AIM advances the region's innovation ecosystem by:

- bridging public-private R&D collaboration involving industries, governments, and the academe;
- promoting partnerships that enable faculty, researchers, graduate students, policy makers, executives, and industry decision makers to work on projects that will directly impact businesses, societies, and communities; and
- enhancing the competitiveness, sustainability, and adaptability of companies with computing and modeling as strategic resources.

The lab also acts as a research entity for the Institute, providing AIM with assistance in improving institutional efficiency and productivity. The ACCeSs@AIM team also mentors the Master of Science in Data Science (MSDS) students, offering them data support and opportunities to interact with companies, thereby reinforcing their growth and development as future leaders and influencers.

In 2020, ACCeSs@AIM Data Center Equipment Update include:

1. AI Supercomputer Upgrade to 1.2 Petaflops from 500 Teraflops
2. Acquisition of another 12 machines (total of 24 machines)
3. Additional 10 Gbps ethernet switch
4. Electrical supply system upgrade

## Conference Engagements

Our President and Dean regularly shares her expertise and perspectives in various local and international conferences such as those organized by Association of Asia-Pacific Business Schools (AAPBS), Association to Advance Collegiate Schools of Business (AACSB), and European Foundation for Management Development (EFMD).



Other conference engagements include our PRME Representative and JBF Center for Sustainable Finance Executive Director, Professor Felipe O. Calderon who had spoken on the importance of ESG in companies operating in the Philippines, citing academic research on different corporate initiatives at Maybank Foundation's Environmental, Social and Governance Executive Forum. Professor Calderon also shared his expertise in the Environmental Risk Management (ERM) Workshop for Banks conducted by the Dutch Association of Investors for Sustainable Development (VBDO), in partnership with the Philippine Business for the Environment, and the Bankers Association of the Philippines.

### **Continuous Improvement**

AIM is committed to adding value to knowledge and solutions generation to support and uphold the principles of sustainable development and social responsibility. We will continue to show this by:

1. Supporting the research initiatives of our faculty and centers in areas aligned with sustainable development goals and social development;
2. Being an active member of PRME; maintaining thought leadership in responsible management education, social responsibility, and sustainable development; and
3. Continuing to partner with social institutions and other purposeful organizations to guide, help, and support them in generating knowledge, and in imbibing and reinforcing sustainable development and social responsibility practices.



## Principle 5. Partnerships

*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*

AIM continues to forge and foster mutually beneficial partnerships that promote sustainable development. Our relationships, linkages, and outreach within the corporate and development world are fundamental to the design and enhancement of our programs and activities. We co-create value and create impact to various sectors and contribute to the growth of Asia's societies by engaging in activities with the academe, industry, corporations, and public institutions.

The following highlights our partnership initiatives:

- **The School of Executive Education and Lifelong Learning (SEELL)** is one of AIM's executive development arms that links the Institute to the corporate world by providing world-class programs that respond to the needs of both private and public sectors. Most of SEELL's client-participants come from the top 100 companies in the country that range from first-line managers, unit supervisors, and entrepreneurs to middle and upper level managers, functional leaders, and specialists, as well as family business owners. These participants, with diverse educational backgrounds, also come from entrepreneurial startups, government agencies, NGOs, and even religious organizations. SEELL's leading-edge, differentiated, and results-oriented executive programs widen the School's reach within the region and are aligned with AIM's mission to develop professional, entrepreneurial, and socially responsible Asian business and development leaders.

Management training programs are offered on a regular basis and delivered by AIM professors along with a network of industry leaders and practitioners. These programs may also be co-designed and co-developed with client organizations to ensure focus and alignment with the organization's unique challenges and needs. One of SEELL's custom programs, the Leaders in Innovation Fellowship (LIF), is a collaboration between the UK's Royal Academy of Engineering (RAE), the Philippine Department of Science and Technology (DOST), and the Institute. It is designed for academic researchers in universities and R&D institutes and geared towards enhancing the researchers' entrepreneurial capacity, and likewise, improve the commercialization of their technology. Since completing the program, many LIF alumni have successfully founded startups, received funding, are patenting their innovations, and vigorously marketing their products.

- **The AIM Stephen Zuellig School of Development Management (ZSDM)** continues to foster partnerships focused on development management and disaster risk and crisis management as AIM's response to the challenge of sustaining Asian development. By working with the Sustainable Development Goals agenda, ZSDM engages emerging economies to build a team of public managers who can supervise public service delivery programs, particularly poverty reduction projects. Its graduates are development catalysts capable of implementing programs on change management, public-private engagements, organizational development, and human resource management. AIM's brand of development management provides balance to business administration education that also responds to the goals of AIM in addressing business in society and its sustainable success. ZSDM students come from civil society organizations, government, and the private sector with a corporate social responsibility ethos. Its students from overseas provide valuable perspectives regarding multicultural, multi-faith, and multi-racial concerns.

ZSDM partners with development organizations such as Plan International, Doctors without Borders, Asia-Pacific Network for Health Systems Strengthening, Oscar M. Lopez Center- Science for Climate Resilient Communities, League of Corporate Foundations, and others to promote sustainable development. It has also partnered with different institutions such as United Nations, World Bank, Asian Development Bank, Japan International Cooperation Agency, ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH or GIZ, ARISE Philippines, National Disaster Risk Reduction and Management Council, Department of Science and Technology, Philippine Disaster Resilience Foundation, and others to expand knowledge base and innovate ways for disaster risk and crisis management. ZSDM also regularly hosts the Ambassadors' Fora which has featured talks by the Ambassadors of Switzerland, Belgium, Canada, Turkey, Britain, Sri Lanka, and the US in the past years.

- **The AIM-Dado Banatao Incubator**, a hybrid incubator and accelerator program for innovation-driven entrepreneurs whose businesses have the potential to impact all sectors of society, has partnered with: Microsoft Philippines for technology; the Trade Lawyers Philippines and Abad Alcantara & Associates for legal services; Punongbayan & Araullo for finance and business development; Works of Heart for branding; and SEELL to further support partner incubator locators.

The Incubator is running three programs, namely: Cohort Program for early stage startups, the Open Mentorship Program for ideation and pre-early stage startups, and the Asian Development Bank Program for the ADB Hackathon startup winner.





- **AIM Consulting, Inc.** is the Institute’s consulting, advisory, and commercial research business unit. It is mandated to leverage and consolidate faculty consulting expertise for the mutual benefit of AIM and its client organizations. It is a fully-owned subsidiary unit that currently focuses on areas of Data Science and Analytics, Marketing and Innovation, Strategy and Planning, and Leadership and Talent. Some of its client engagements in the pipeline include 37 MBA 2020 Action Consulting Projects for 30 companies, 15 ACCeSs AIM capstone industry and government projects and 15 MSDS capstone company sponsored projects.
- **Alliances with Academic Associations and International Organizations.** AIM has maintained its accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the premier accrediting agency and service organization for business schools. AACSB is a not-for-profit organization composed of member organizations and institutions devoted to the promotion and continuous improvement of higher education for business administration and management. The Institute continues to provide quality management education based on socially responsible curricula in alignment with AACSB’s standards of innovation, engagement, and impact.

AIM also continues to be an active member of Global Network for Advanced Management (GNAM), Association of Asia-Pacific Business Schools (AAPBS), European Foundation for Management Development (EFMD), Global Business School Network (GBSN), Graduate Management Admission Council (GMAC), International University Consortium for Executive Education (UNICON), and Pacific Asian Consortium for International Business Education and Research (PACIBER).

In addition, AIM has renewed conversation with British Council on strengthening educational ties between AIM and British universities. It also continues to explore Undergraduate program options and conversations with the Philippine Commission on Higher Education (CHED) on a DBA program, a PhD in Data Science, and edX for blended learning programs.

### Key Multilateral and Intergovernmental Organizations

AIM also continues to sustain linkages with other international organizations. To date, AIM has strong relations with the ASEAN Foundation, Asia-Europe Foundation, Asian Development Bank (ADB), Asia-Pacific Economic Cooperation (APEC), International Monetary Fund (IMF), International Finance Corporation (IFC), United Nations (UN), World Bank (WB), and the World Bank Institute (WBI).



ADB has designated AIM as a Center of Excellence and a partner in knowledge creation and management. The ADB Knowledge Hub for Trade and Investment at AIM has organized fora on Competitiveness and the Global Production Network, Capital Flows and Currency Wars, Housing, and Finance.

Together with the Philippine Department of Foreign Affairs, AIM has also recently launched the APEC Virtual Knowledge Services Center (VKSC) to create and disseminate knowledge and ideas that will provide SMEs the opportunity to compete and be part of the international value chains.

Our other ongoing projects in collaboration with multi-sectoral and government agencies through our Research Centers and other units, have also gained traction both nationally and regionally. We also continue to explore long-term partnerships with other international institutions to offer joint and/or dual master's degrees and undergraduate programs in management.

### **International Development Agencies**

AIM's programs and projects have been supported by The Asia Foundation, Australian Agency for International Development, Canadian International Development Agency, Center for International Private Enterprise, Cities Development Initiative for Asia, German International Cooperation (GIZ), Japan International Cooperation Agency (JICA), the Konrad Adenauer Foundation, and the U.S. Agency for International Development (USAID).

### **Corporate Partnerships**

Partnerships with local and foreign private and public entities largely contribute to AIM's five decades of success. These relationships have allowed AIM to continue pursuing its mission to be an agent of socially responsible growth in Asian societies. A vital aspect of corporate partnerships involves endowments and grants provided to the Institute to fund Professorial and Research Chairs as well as the Faculty Development Fund.

### **Continuous Improvement**

1. AIM will continue to engage with meaningful partnerships with the academe, business sector, and the international development community in line with its business and society agenda.
2. AIM will continue to explore mutually enriching partnerships that will augment purposive and innovative approaches to achieving sustainable development.

## Principle 6. Dialogue

***We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.***

The Institute facilitates and encourages meaningful exchange of ideas on global social responsibility and sustainability among experts and stakeholders through numerous Information dissemination events, public discussions, and dialogues hosted by our research centers. Every year, our research centers hold various events that promote dialogue and debate among various sectors in the country and the region.

The AIM Rizalino S. Navarro Policy Center for Competitiveness (RSN-PCC) organizes the annual Social Weather Stations (SWS) Survey Review with support from the Konrad-Adenauer-Stiftung (KAS) Philippines Office. The review presents a summary of results of the different social surveys conducted by SWS with topics ranging from politics, economics, development, international relations, among others. The presentation is led by the SWS president and followed by comments and analyses by experts from the academe, private sector, government, and other key sectors. The attendees ask questions and/or provide their insights or recommended solutions for concerned sectors. With KAS Philippines' support, RSN-PCC has been able to provide research and technical assistance to multilateral organizations and actors from the public and private sectors in support of the Institute's objective of long-term growth and development of the Philippines and the Asian region.

The AIM Dr. Andrew L. Tan Center for Tourism provides valuable education in tourism management and assists tourism industries through research, educational programs, and conferences. The Center's activities are designed to ensure sustainable tourism development in the Philippines and the rest of Asia. Two of its main objectives are to take interdisciplinary research in tourism and disseminate findings to the academic, governmental, and private sector communities; and to convene conferences, fora, lectures, and other forms of information exchange at the local, regional, national, and international levels to provide data to and generate responses from tourism stakeholders. It regularly partners with local government and tourism agencies to promote collaboration and discuss pertinent issues on sustainable tourism. In June 2020, the Center collaborated with the Philippine Department of Tourism (DOT) and Guide to the Philippines (GTTP) in conducting a survey that measured Filipino travelers' sentiments in adjusting to the Covid-19 pandemic. Results from 12,732 respondents yielded valuable insights for tourism enterprises on how to better prepare, respond, and serve travelers once mobility restrictions are lifted and the survey results were launched in a webinar.



The AIM RVR Center for Corporate Responsibility continues to promote corporate citizenship as a core business strategy for competitiveness and sustainability. Through its main thrusts on corporate social responsibility (CSR) and corporate governance, the Center engages companies, including micro, small, and medium enterprises (MSMEs), in various industries throughout Asia through initiatives that enable dialogues to generate a positive impact on society. The Center is built on partnerships with international organizations such as the EU Funded projects, International Labour Organization (ILO) and Organisation for Economic Cooperation and Development (OECD) particularly on their initiative program about “Responsible Supply Chains in Asia,” and Investing in Women (IW), UN Women and We Empower Asia, and Center for International Private Enterprise (CIPE). Through engaging with these international partners, the Center addresses gender issues in the society and contributes knowledge used for policy making. Aside from using a gender lens, the Center also promotes responsible business conduct and encourage multi-stakeholder initiatives to advocate transparency.

The RVR Center partnered with International Labour Organisation (ILO) for its advocacy in responsible business behavior among businesses in the Philippines. In 2019, the RVR Center worked with the ILO in CSR Capacity Building and Training for MNEs and Suppliers SMEs held in Manila and Cebu. This partnership provided a platform to engage stakeholders, current and future business leaders, in dialogue around international labour standards and build their capabilities to create decent work opportunities for employees - within their own businesses and their suppliers.

Through its project with Investing in Women, the RVR Center established networks among organizations influencing businesses and workplace cultures, policies and practices leaning towards gender equality and women economic empowerment such as the Philippine Business Coalition for Women’s Empowerment (PBCWE) which works with companies to achieve the EDGE (Economic Dividends for Gender Equality) certification. In addition, the Center also formed a strong partnership with the Philippine Commission on Women (PCW), a government institution creating an enabling environment for government and other stakeholders to be more responsive in achieving gender equality and the empowerment of all women and girls.

The RVR Center is currently working with the Organisation for Economic Co-operation and Development (OECD) to promote Responsible Business in the Philippines. Through this engagement, the Center will support policy makers in creating an enabling environment for greater uptake of international RBC standards and support Filipino companies in implementing RBC in line with OECD for Multinational Enterprises and OECD due diligence tools and guidance. The Center will contribute to the mapping of RBC policies, practice, and initiatives in the Philippines; the convening of an interministerial dialogue with policy makers; and capacity building workshops with key ministries. It also continues its work on gender diversity and women



empowerment with UN Women and We Empower Asia. It recently conducted a roundtable discussion for the provision of scoping and mapping of existing entrepreneurship program initiatives for We Empower Asia to promote and ensure women's economic empowerment through entrepreneurship in SMEs.

The AIM JBF Center for Sustainable Finance partners with Earth Security Group (ESG), Initiatives for Dialogue and Empowerment through Alternative Legal Services, Inc. (IDEALS), and a consortium of financial institutions and regulators to support the Center's strategic thrust on sustainable finance. It has recently participated in a discussion on the prospects and challenges of sustainable finance for developing countries especially in the time of Covid in a webinar organized with Kalpa Academy, Nepal German Academic Association (NEGAAS), Kantipur City College, the United Nations Sustainable Development Solutions Network, UN SDG Academy and Sanima Bank Ltd. The Center has also brought financial industry practitioners and regulators together to address issues and integrate ESG in the local asset management industry through its project with the CFA Society Philippines and CFA Institute.

The JBF Center has also partnered with UK-based Earth Security Group (ESG) to promote and build an economic and financial case for Ecosystem-based Adaptation or EbA in the Philippines in a project funded by the German government. This research project will investigate the valuation of EbA specifically in the Philippines with the goal of raising awareness on the benefits of financing EbA in the Philippine banking industry. Towards the end of the project, the Center will convene a Banking Working Group on EbA in order to embed EBA into banking policies and programs.

AIM through the JBF Center joins Global Reporting Initiative (GRI), World Wide Fund for Nature-Philippines (WWF-PH), Bangko Sentral ng Pilipinas (BSP), Bankers Association of the Philippines (BAP), Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) and University of Asia and the Pacific (UAP) in the Philippine Sustainable Finance Alignment Initiative.

The consortium brings together standard-setting bodies, training institutions, bank industry groups, finance institutions and regulators aligning their respective reporting frameworks to deliver on the mandatory requirements of the Securities and Exchange Commission (SEC) Memo Circular 2019-4 on Sustainability Reporting for Publicly Listed Companies and the recent Bangko Sentral ng Pilipinas (BSP) MC 1085 on the Sustainable Finance Framework for banks. The consortium will also develop a Sustainable Finance training roadmap that will identify and articulate shared sustainability reporting objectives and how those shared objectives can translate into harmonized reporting requirements that support corporate, and national and international governmental aims (including the SDGs).



In addition, JBF Center for Sustainable Finance Executive Director, Head of Washington SyCip Graduate School of Business and AIM representative to the United Nations initiative on Principles for Responsible Management Education, Professor Felipe Calderon, PhD, continues to be actively involved with organizations and initiatives that promote SDGs. He has been a speaker and/or moderator in numerous workshops and conventions on sustainability and responsible business and finance including the following:

1. Speaker and Moderator, “Environmental Risk Management Workshop,” organized by the Dutch Association for Sustainable Development and Philippine Business for the Environment, January 15, 2019.
2. Speaker, “Workshop on Business Action for Climate Resilience,” organized by UK-based Earth Security Group, January 29, 2019.
3. Speaker, “The New Language of Business: Sustainability,” during the National Convention of the Junior People Management Association of the Philippines on March 16, 2019.
4. Speaker, “Knowledge Week: Business and the SDGs,” Zoom-based conference organized by Japan-based Hitotsubashi ICS, March 25, 2019, on behalf of the Global Network of Advanced Management.
5. Speaker, “Sustainable Finance: Improving Regulation and Engaging Shareholders,” Webinar organized by Belgium-based The Academy of Business in Society, April 18, 2019
6. Speaker, “The New Language of Business: Sustainability,” during the Annual Convention of Junior Philippine Institute of Accountants on April 30, 2019. Cebu City.
7. Moderator, “Rallying Philippine Banks toward Managing Climate Risks & Opportunities,” during the 2nd Sustainable Finance Dialogue Forum on October 9, 2019, Manila Peninsula Hotel.
8. Moderator, “Financial Impacts of Climate Change,” during the 6th SEC-PSE Corporate Governance Forum on Sustainable Businesses: Taking the Lead in Achieving Sustainable Development Goals” on October 20, 2019, PICC Complex, Pasay City.
9. Panel Resource Speaker, “Sustainability Summit Philippines 2020: Transformation to Climate Positive,” organized by ACG Human Capital Solutions, February 7, 2020.



10. Panel Resource Speaker, “Webinar on Sustainable Finance and Economy” organized by Kalpa Academy Centre for Governance and Sustainable Development in Nepal, August 22, 2020.
11. Panel Reactor, “Environmental Sustainability Summit Part II: Achieving Inclusive Growth in a Pandemic,” The American Chamber of Commerce of the Philippines, Inc., September 22, 2020.
12. Speaker, “Impact of Sustainable Finance on Large Companies and SMEs,” organized by the Asian Institute of Management Alumni Association, November 25, 2020

These events and initiatives have allowed the Institute to open and foster dialogues and partnerships with various sectors for global social responsibility and sustainable development and we will remain committed to these cooperations.

### **Continuous Improvement**

1. AIM will continue to be thought leaders and encourage action and meaningful collaborations among different stakeholders by holding discussions that tackle key issues such as sustainable development and responsible leadership.
2. AIM will continue to organize meaningful events that may bridge individuals and organizations to work on possible solutions for the sustainability problems and concerns of various sectors.
3. AIM will continue to encourage and guide its community, alumni, and students to be champions for sustainability who will lead the generation of valuable ideas and insights that will revitalize the sustainable development and social responsibility discourses.



## References

### *AIM Materials:*

AIM AACSB Reports (2018-2020)

AIM Annual Reports

AIM Facebook Page

AIM Knowledge Resource Center

AIM Research and Publication

AIM Website