



ASIAN INSTITUTE OF MANAGEMENT

PROGRESS REPORT

UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

June 2016

A Message of Commitment to Responsible Management Education

I am very pleased to share with you this fourth progress report, which attempts to distill progress the Institute has made in its efforts to implement the PRME principles from July 2014 to May 2016.

Having joined AIM only in January 2015, I was also very happy to discover, through the preparation of this report, that AIM has been working passionately toward its mission of sustaining the growth of Asian businesses and societies by developing professional, entrepreneurial, and socially responsible managers and leaders. AIM has, from its birth in 1968, been unwavering in its commitment to promote responsible management education.

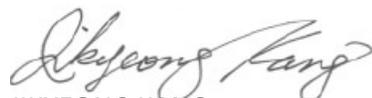
Since 2008, AIM has actively supported the UN Principles for Responsible Management Education (PRME) and its activities. In the years covered in this report, I am happy to share that we have taken greater strides to take action in areas aligned with the Principles. We continue to strengthen our business and society mission, by instilling in our students integrity and high ethical standards, a vision to humanize the corporation, an understanding of ethical implications on management decisions, and a sense of personal responsibility for the communities wherein they operate. With this as an end goal, sustainability, corporate social responsibility (CSR), bridging leadership, and consciousness of development management issues are inherent in AIM's degree courses and research centers.

AIM's education and training delivery meet the global accreditation standards of the US-based Association to Advance Collegiate Schools of Business (AACSB), which is also a PRME partner. We also continue to engage in mutually beneficial partnerships with academic institutions and organizations that adhere to similar commitments.

Starting in September 2016, AIM will increase its degree program portfolio. Along with our Master in Business Administration and Master in Development Management (both full time and executive) programs, we are proud to announce the launch of our Master of Science in Innovation and Business, and the re-launch of our Master in Entrepreneurship. We likewise continue to innovate with our executive education courses. Within these programs run a common thread of commitment to meeting the challenges of a highly globalized sphere that places community, sustainability, and ethical values at the heart of business and development education.

Our research centers—the Rizalino S. Navarro Policy Center for Competitiveness, Jose B. Fernandez Center for Banking and Finance, Ramon V. del Rosario Center for Corporate Social Responsibility, Center for Bridging Leadership, Center for Corporate Governance, Stephen Zuellig Center for Asian Business Transformation, and Andrew L. Tan Center for Tourism— provide a platform for the Institute to engage in exploring inequities in business practice, social development, public policy, and governance.

As managers and educators in the business of shaping Asia's future leaders, we take pride in our commitment and accomplishments toward building sustainable businesses and societies.



JKYEONG KANG

President, Dean, and CEO

Contents

<i>Principle 1 Purpose</i>	<i>4</i>
<i>Principle 2 Values.....</i>	<i>5</i>
<i>Principle 3 Method.....</i>	<i>11</i>
<i>Principle 4 Research.....</i>	<i>18</i>
<i>Principle 5 Partnerships.....</i>	<i>32</i>
<i>Principle 6 Dialogue</i>	<i>35</i>

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) is the Asian pioneer in management education. Since its founding in 1968 by the Harvard Business School and academics as well as prominent business leaders of the Philippines, AIM's mission has focused on contributing to sustaining the growth of Asian businesses and societies through developing professional, entrepreneurial, and socially responsible managers and leaders.

AIM's 41,000-strong alumni have gained much from its tradition of practitioner-based education offered through Washington SyCip Graduate School of Business (WSGSB), its unique development management education provided by Stephen Zuellig Graduate School of Development Management (SZGSDM), and the School of Executive Education (SEE) all under one roof. AIM alumni are well recognized for their ability to navigate complex and dynamic spaces, and occupy key positions in business, government, and development corporations all over the world.

AIM's education and training meet global accreditation standards of the US-based Association to Advance Collegiate Schools of Business (AACSB). AIM offers five degree programs: Master in Business Administration (both full time and executive), Master of Science in Innovation and Business, Master in Entrepreneurship, and Master in Development Management. The Institute is also highly recognized for open enrollment and custom executive programs for business and development organizations.

Progress to be made

AIM constantly seeks to improve the ways by which it remains true to its mission of educating Asia's business and development leaders. Faced with the constant challenge of innovating in the areas of relevant management education for business and society, within the next 24 months we plan to:

1. Introduce a new executive education offering on multi-sector collaboration and management for a more inclusive and sustainable society. Potentially, a new degree program would be developed depending on how the market responds to the executive education program.
2. Focus on emerging economies not only as markets from where to draw our diverse student body, but also as training ground on which our students can hone their leadership skills.
3. Continue to engage our vast alumni leaders' network to support our mission to train future leaders of Asian businesses and societies.

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.

Throughout the years, AIM has consciously been mainstreaming ethics, global social responsibility, and sustainable management in its degree program curricula. This we do by ensuring that key components of responsible management education are reflected in degree programs' learning goals and objectives.

For instance, the flagship MBA program commits that its graduates:

1. Will be analytical, critical, and logical thinkers;
2. Will be effective communicators;
3. Will be effective and ethical leaders and team players;
4. Will effectively manage the interaction of various functional areas;
5. Will have adequate understanding of Asian and global business; and
6. Are numerate.

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

1. Effective managers of development;
2. Development leaders with a regional/ global perspective;
3. Analytical thinkers and decision makers; and
4. Effective communicators.

AIM's Executive MBA, meanwhile promises that its graduates will become:

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. Rapid, creative learners, able to think, act, and reflect systematically for innovation; and
4. Effective leaders and doers, able to build capacity in self, teams, and organizations.

The course outlines for degree programs also demonstrate how courses intend to address the program learning goals in terms of learning outcomes, content, and learning methodology. While there are core courses that explicitly address learning goals pertaining to ethics (e.g. MBA's Ethics course) and an understanding of regional and global business, entrepreneurial, and development perspectives (e.g. MBA's Asian Business Systems and Development of Social Enterprise, and the MDM's Analyzing the Development Environment), our other programs find different ways to integrate global social responsibility and related concepts in curricula.

Curriculum review: Strengthening our Asian business and society focus

In 2015, we started reviewing our degree program curricula, with the aim of further strengthening our entire program portfolio and ensuring that we provide our students with competitive management education aligned with our mission of educating leaders for Asia's business and society.

We began our review of our flagship MBA program by convening a *Curriculum Review and Design Committee (CRDC)*, comprised of AIM faculty, alumni, and industry experts. A benchmarking review of other business schools' curricula surfaced that today's business schools have been integrating issues about the environment, society, and governance in their programs. The Committee conducted focus group discussions (FGDs) and interviews with all stakeholders to surface perceptions on and areas for improvement for the MBA program.

The review surfaced that business school training is relevant not only for corporations, but also for public and not-for-profit sectors. These findings further affirm the relevance of AIM's mission of developing professional, entrepreneurial, and socially-responsible leaders and managers of Asian and global business and society. Even as the MBA program is being tweaked for improvements in terms of logistical design, faculty are more than ever being made aware of the relevance of integrating responsible management approaches and content in the curriculum.

A review of our MDM curriculum is also underway, as AIM prepares for celebrating 25 years of development management education at AIM. An in-house Task Force was convened in 2015, to review and enhance the development management curriculum. Aside from conducting benchmarking reviews of curricula of peer schools with development-oriented programs, a preliminary focus group discussion was conducted early in 2016 to determine potential employers' perceptions on key development concerns and skills needed to respond to these challenges.

For both the MBA and MDM, recommendations based on the programs' review will be considered to ensure that these continue to address responsible management education principles.

Joint electives for business and development leaders: Creating a platform for future collaboration

In recent years, AIM has streamlined its elective offerings. Whereas before, these were offered separately to students of either MBA or MDM, beginning in 2013, electives were offered jointly for the MBA and MDM programs. This strategic decision not only stemmed from a desire to streamline faculty and resource efforts in running programs; rather, this move was also consistent with the Institute's intent to create a platform for students of both business and development to maximize opportunities for interacting and learning from each other.

We see the value of continuing to work in different streams, with the end in sight that everything eventually contributes to our mission of developing leaders that add value to business and society. We want our graduates to not just understand numbers and business concepts, but also to see how management actions have societal implications. We are fortunate that our diverse student population provides an environment that simulates real-world scenarios, and that we are in a unique position to develop future leaders of business and society.

Inside the classroom, we are now on our fourth year of implementing a common platform of electives during the last term of both the MBA and the MDM. We have received constant positive feedback, both

from our students and faculty, on how having this joint electives platform has enriched their learning process.

For the elective terms covering this reporting period, AIM offered at least 30 electives with content related to ethics, enterprise development, governance, responsible management, and the environment, among other sustainable business and development concerns.

Some of these electives may be found in the succeeding table.

Jointly-offered Business and Development Electives 2014-2016	
1. ASEAN Business Studies	16. Managing Service Operations
2. Business and Society: Values and Ethics	17. Measuring and Capturing Economic Value
3. Communication and Networking Development	18. Microfinance and Development
4. Developing Coaching Skills	19. People, Planet and Profits: Managing for Sustainable Future
5. Enterprise-wide Risk Management	20. Private Equity
6. Entrepreneurial Finance	21. Product and Services Marketing
7. Financial Risk Management	22. Regional Integration in Asia
8. Health Systems Management is Everybody's Business	23. Special Topics on Public Finance and Policy
9. Innovation Strategy and Consulting	24. Strategic Innovation
10. International Financial Institutions and Development	25. Strategic Cost Management
11. Investment Banking	26. Strategic Human Resources and Organization Development
12. Leading Development Challenges in Asia	27. Strategic Innovation
13. Leading with Impact: Bridging Innovation	28. Strategic Negotiations and Conflict Management
14. Lean Systems	29. Technology Management and Operations
15. Management in a Globalized World	30. Venture Capital Investing

Featured courses: Regional Integration in Asia (RIA) and Business and Society

One of our consistently highly-rated electives is what we call RIA, or *Regional Integration in Asia: Focus on Education*. The course, offered for over a decade now, presents a platform for discussing latest developments in international cooperation, focusing on education systems in Asia, as these relate to needs of universities in a globalized world economy. What is interesting about the course is that it was designed in such a way that participants' learning is maximized through their interaction with each other. As an integrating elective attended by both MBA and MDM students, it features the participation of "live cases" – course participants who are engaged in public sector education. In a simulation of a real-world scenario, our students act as "consultants" to public sector participants, who in turn bring in actual problems to the case room. Course evaluation results for RIA reflect that students appreciate how they are able to draw on and apply tools and solutions they have learned to actual problems faced by public sector managers.

Another example is a new elective course, *Business and Society: Values and Ethics*. Another highly-rated course, it draws on a wide array of methods – case discussions featuring current issues (e.g. Haiti and Japan post-earthquake recovery), simulations (e.g. in one session, students simulated a scenario where they were in a “drowning situation” in the AIM swimming pool and had to defend why they were the ones that had to be saved), multi-media (YouTube and film showing), and a live case – to allow students to critically reflect on real-world scenarios where they have to deal with different people, contexts, and dilemmas that invoke ethical considerations. The interaction between MDM and MBA students further enhances learning opportunities, as the students bring in different backgrounds and perspectives. An MBA student expressed it succinctly, when he claimed that being part of a mixed class gave him a “*chance to learn from a development point of view.*”

What we see as a common success factor for both electives is how these were designed not by what some may call “ivory tower” academicians. Instead, both these courses were designed and executed by faculty who are heavily immersed in their fields. One is an economist who had honed his expertise in business, the academe, and public sector as a Philippine foreign affairs undersecretary; the other is a seasoned health expert who has served as an undersecretary for the Philippine health department, and has served in various capacities not only in government, but also in both Philippine-based and international health organizations. It gives a different dimension to the value of “collaboration”, because these professors’ engagement with the communities they serve is priceless. It is not only their expertise that they bring to AIM students, but also their sense of service (and ethics) to the societies that they serve.

Learning from the Field

We make sure that our curricula constantly provide our students with a balance of learning opportunities both in the classroom, and in the field. Our MBA program, for example runs a regular immersion activity, in partnership with the *Gawad Kalinga (GK) Foundation*, a social enterprise that aims to “end poverty by first restoring the dignity of the poor”, through social education, justice, and business¹. Each year, our MBA students visit a *GK* site to learn about its model of social innovation and discover how business tools can be applied to enterprises so that these may create value for society.

In recent years, the visit to *Gawad Kalinga’s* Enchanted Farm in Bulacan, a province North of Manila, has been included in Yale’s Global Network for Advanced Management (GNAM) Week. Through a course on Social Enterprise and Tourism, AIM students, along with participants of the International Student Exchange Program (ISEP) are given opportunities to learn about the management of ecotourism, forestry, or agricultural tourism (*agro-tourism*) projects.

Our MDM program, on the other hand, challenges our students to provide creative and practical solutions to real-world problems through two (2) core courses, the *Rapid Area Assessment (RAA)* and *International Field Review (IFR)*. The RAA is the integrative application of students’ learning in the development program’s first core term. It 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.

¹ “Gawad Kalinga” is Filipino for to “give care”. See Gawad Kalinga [website](#) for further info

While the RAA focuses on honing students' data gathering and assessment skills, the IFR, on the other hand is a course that takes students to an Asian destination to immerse in a development project and evaluate project design, implementation, and assess these projects' sustainability. A team of faculty work together and get in touch with their extensive development partners from international public, private, and non-profit organizations to identify potential projects to assess. In 2014, the students assessed projects funded by the Asian Development Bank in Lao PDR. Meanwhile, in 2015, the IFR was themed, "*Patthana Nurak*": A Study of Development Initiatives in the Kingdom of Thailand.

Originally, the 2015 IFR was supposed to be held in the Kingdom of Nepal, but plans had to be reset because of the earthquakes that hit Nepal early in 2015. This year, plans are being finalized to hold the field review in Nepal.

For both the RAA and IFR, students write up and present their findings and recommendations to their peers, as well as faculty and select stakeholders. Photo exhibits are likewise held to feature highlights of the field projects to development stakeholders. Building on the suggestions of some alumni at an RAA presentation in 2015, some students have committed to return to their RAA field sites to validate and present their recommendations to development stakeholders in the communities which they studied.

These field immersion initiatives which are integrated in our degree programs' curricula aim to equip our students with a deeper appreciation of how their work as future leaders of global business and development impact on the societies that they serve.

Creating Value for Social Impact: The Leaders in Innovation Fellowship (LIF) Program

AIM has partnered with the *Royal Academy of Engineering (RAE)* and the *Department of Science and Technology (DOST)* to implement a program which aims to build capacity of researchers for entrepreneurship and commercialization of their research. The program intends to create international networks of innovators and technology entrepreneurs.

One of AIM's faculty members was part of the pool of researchers and innovators trained in the United Kingdom in 2015. Upon his return to the Philippines, he worked with the DOST to develop a *Science and Technology Entrepreneurship Program*, or the *Leaders in Innovation Fellowship (LIF) Program*. The program, which is on its second run, aims to build knowledge and skills on entrepreneurship and the commercialization of scientific and technological products developed by the DOST and its attached agencies.

Progress to be made

1. AIM will continue its commitment to review its business and development program offerings and integrate responsible management content in program delivery.
2. Starting in September 2016, AIM will increase its degree program portfolio with the launch of two programs: the Master in Entrepreneurship (ME) and MSc in Innovation and Business for Science, Technology, Engineering, Architecture, Agriculture, and Medicine (MIB-STEAM)

- programs. Both programs are in line with AIM's mission, and are consistent with PRME's global social responsibility thrust.
- a. AIM's ME program, which went on a brief hiatus while it was being redesigned, has been relaunched and will be offered in September 2016. The program caters to leaders of entrepreneurial businesses and focuses on developing practical skills and realistic approaches to value creation and growth.
 - b. Meanwhile, the MIB-STEAM program is a new program that AIM will deliver in partnership with the De La Salle University College of Engineering. It caters to a younger set of professionals who are keen to accelerate technology-based innovations for growth and wealth creation.
 - c. A two-part, executive run of the STEAM program will be offered in July and September 2016.
3. AIM has partnered with the Philippine Development Foundation (PhilDev), a not-for-profit organization that aims to "spark long-term economic growth in the Philippines through education, innovation, and entrepreneurship" to launch the AIM – Dado Banatao Incubator, which will host the "*Banatao and Friends Entrepreneurship Fund*". The Incubator Program aims to promote innovation that brings about inclusive growth through the use of intellectual capital. A partnership with the UC Berkeley Center for Entrepreneurship & Technology, meanwhile intends to further strengthen AIM's program offerings.
 4. Recognizing the need to prepare future leaders for more varied and complex roles in global business and society, preliminary research is being conducted toward the development of a program on multi-stakeholder management.

Principle 3 | Method

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

We are consistently making improvements in our materials, processes, and the learning environment so that we also set an example for our students to become future responsible leaders.

Faculty training and development

Recognizing that our faculty hold core responsibilities in training future leaders who will shape the Asian and global landscape, we continue to invest in our faculty by providing them with training opportunities in the Philippines and abroad. On average, we sent our faculty to 20 trainings and conferences per school year.

The table below presents a selection of professional development activities with themes related to sustainability, governance, and responsible management education, which our faculty participated in from July 2014-May 2016.

Selected Faculty Trainings/ Conferences 2014-2016
6th PRME MENA Regional Forum: Action for PRME and Sustainable Development Goals Cairo, Egypt (April 2016)
Innovative Development through Entrepreneurship Acceleration (IDEA) Faculty Bootcamp Manila, Philippines (March 2016)
Think Responsible, Act Responsible Asian Development Bank Manila, Philippines (September 2015)
Harvard Global Colloquium on Participant-Centered Learning Boston, Massachusetts (July 2015 and 2016) Shanghai, China (February 2015) Mumbai, India (February 2016)
AIM RVR-CSR Center Asian Forum on Corporate Social Responsibility “Building Resilient Communities: How Business, Government, and Social Enterprises can Work Together” Manila, Philippines (September 2014) “Unleashing Social Entrepreneurship: New Partnerships for a Better World” Bangkok, Thailand (September 2015)
Teacher-Trainee Workshop and Asia Regional Flagship Course on Health Systems Strengthening and Sustainable Financing: The Challenge of Universal Health Coverage Colombo, Sri Lanka (April 2015)
6th PRME Assembly and Global Compact New York City (June 2015)

Selected Faculty Trainings/ Conferences 2014-2016
<p>Teaching Small/ Select Network Online Courses (SNOCs) Yale School of Management New Haven, Connecticut (July 2015)</p>
<p>Leaders in Innovative Fellowship Royal Academy of Engineering London, United Kingdom (March-April 2015)</p>
<p>Joint Conference of the Asian Hospital Federation and the Philippine Hospital Association Manila, Philippines (November 2014)</p>
<p>AIM Top Management Program: Leadership and Entrepreneurship for Top Managers of Corporations and Family Firms Manila, Philippines (November 2014)</p>
<p>Comparing Regional Integration Institutions: America, Africa, and Asia Executive Training Seminar Robert Schumann Center for Advanced Studies, European University Institute Florence, Italy (October 2014)</p>
<p>Assurance of Learning Seminar Association to Advance Collegiate Schools of Business (AACSB) Kuala Lumpur, Malaysia (October 2014)</p>
<p>Human Development Report: Work and Systems of Production United Nations Development Programme National University of Singapore Singapore (July 2014)</p>
<p>Asia Network for Capacity-Building in Health Systems Strengthening Hong Kong (June 2014)</p>

Aside from these specialized training sessions, AIM likewise provided opportunities for faculty to improve program delivery, through regular in-house trainings such as case method and participant-centered learning workshops. Case method sessions were delivered by in-house faculty discussion leadership experts, while AIM tapped an expert from the University of the Sciences in Philadelphia to mentor faculty on student-centered learning and on curriculum mapping and assessment processes. Through these sessions, AIM ensured that faculty not only deliver programs with responsible management content, but also with rigor and concern about student learning.

Translating Training Experiences to Classroom Learning: Giving Voice to Values in the MDM Classroom

AIM ensures that the learning opportunities that it provides for faculty are strategic and in line with the Institute's objectives. Moreover, AIM seeks to ensure that knowledge gained from training not only benefits the faculty. More importantly, the knowledge should translate into program and curricular improvements. Thus, when faculty members return to AIM after attending training opportunities, they share the knowledge either through faculty echo learning sessions, mission reports, or by incorporating new learning in existing or new programs.

One such example is that of a *Giving Voice to Values (GVV) Training Workshop* by Dr. Mary Gentile, which a faculty member attended in Babson last June 2013. Upon her return to AIM, Professor Nieves Confesor began working towards integrating GVV concepts in the MDM program, through the Bridging Leadership (BL) course. *Giving Voice to Values*, deals with developing competencies necessary to build the capacity to voice and act on values across different platforms and given different circumstances.

An echo learning session was held in 2014, as a venue for sharing with faculty the GVV framework and processes. Several sessions of the BL course now focus on GVV, with faculty discussing the process through cases, readings, and various learning methodologies. Student evaluations of the course highlight their appreciation for the relevance of GVV in dealing with conflict situations and in their work as development leaders.

“This Course introduces the (Giving Voice to Values) GVV process, an innovative approach to the development of practical, principled leadership in business, the public sector and society. It looks at why voicing values has become critical in the modern workplace, exploring the external and internal forces driving this change. It also considers the options available to us when we face a values conflict and examines how to voice values strategically.”

(Excerpt from the Bridging Leadership course outline, 2015-2016)

Learning Materials Development

AIM has continued to build its collection of learning materials, including teaching cases, industry notes, and supplementary materials throughout the period covered in the report. Over 30 new learning materials with content focusing on Asian business and development management either authored or supervised by AIM faculty, have been added to the AIM Casebank, a repository of learning materials which faculty can access for their teaching needs.

A list of some of the learning materials which may be used to demonstrate responsible management issues and content may be found in the table below.

Selected Learning Materials Developed by AIM Faculty 2014-2016
China Construction Engineering (CCE) Teaching Case by Professor Jose Barroco (2016)
The Metrobank Stock Rights Offering Teaching Case supervised by Professor Ma. Theresa P. Manalac (2016)
Zamboanga Grains Inc. (ZGI) and the Integrated Grains Highway (Cases A & B) Teaching Case supervised by Professor Ma. Theresa P. Manalac (2016)
A Dysfunctional Succession Plan Teaching Case supervised by Professor Francisco L. Roman, Jr., et al (2015)
A Family Firm in the Hotel Industry: Dusit International Teaching Case supervised by Professor Francisco L. Roman, Jr. (2014)

Selected Learning Materials Developed by AIM Faculty 2014-2016	
Tax Shield on Remuneration	Teaching Case supervised by Professor Francisco L. Roman, Jr., et al (2015)
Mr. Juan Gonzales: A Valued Bank Depositor or Money Launderer?	Teaching Case supervised by Professor Francisco L. Roman, Jr., et al (2015)
Managing Organizational Change at Philippine Electroquest, Inc.	Teaching Case supervised by Professor Francisco L. Roman, Jr., et al (2015)
Panay Energy Development Corporation	Teaching Case supervised by Professor Jose Barroco (2015)
Brand-new Car versus Secondhand Car: The Never-ending Dilemma	Teaching Case by Professor Pajaree Ackaradejruangsri (2014)
PHSA Philippines LGU from Assessment to Engagement: Creating a Roadmap for the Paterno Health System (Cases A & B)	Teaching Case and Supplement co-authored by Professor Ma. Elena B. Herrera and Maria Gerry Lyn E. Alcantara (2014)
Department of Health Financial Reporting System	Teaching Case by Professor Rufo R. Mendoza (2014)
Different Costs for Different Folks	Teaching Case by Professor Rufo R. Mendoza (2014)
Pilgrimage City	Teaching Case by Professor Rufo R. Mendoza (2014)
The Acquisition of Meralco (Abridged)	Teaching Case co-authored by Professors Maria Theresa P. Manalac, Fernando Y. Roxas, Jr., and Mr. Isagani M. Lati, Jr. (2014)
PT Bank Century, TBK (Case A)	Teaching Case co-authored by Professors Maria Theresa P. Manalac and Jamil Paolo S. Francisco (2014)
New Factory Operations of Samhan C1 Company	Teaching Case by Professor Song Kyoo Kim (2014)
Governance in the Ayala Corporation	Teaching Case by Professor Francisco L. Roman, Jr. (2014)
Assessing the Competitiveness of the Hotel Industry	Industry Note supervised by Professor Francisco L. Roman, Jr., et al (2014)
Juhan Soccer Ball Manufacturing Sdn. Bhd.	Teaching Case supervised by Professor Enrico C. Angtuaco, et al (2014)

In-house Interventions: Building Faculty and Staff Capacities as Champions of Responsible Leadership and Management Education

Championing the PRME Cause

AIM's commitment to providing responsible management education was made further evident with the designation of a faculty member as lead for initiatives related to the UN PRME. In April 2016, Professor Ronald T. Chua attended the 6th *PRME MENA Regional Forum: Action for PRME and Sustainable Development Goals* in Cairo, Egypt. Upon his return to AIM, he was assigned to henceforth take on the responsibility of being AIM's internal PRME champion to ensure that PRME

goals are embedded in programs and courses. Professor Chua's current engagements with the schools of business and development management, as well as his experience in microfinance research and development puts him in a position to see how to further streamline responsible management education in AIM's portfolio.

Other faculty who had been involved in PRME initiatives include Professor Fernando Y. Roxas, who participated in the 2015 conference in New York, and who had co-authored cases on sustainable responsible management for PRME; and Professors Ma. Elena B. Herrera and Manuel De Vera, who had participated in past PRME conferences and written articles and cases on responsible management and sustainability.

Walking the talk: AIM staff outreach

AIM has been actively espousing responsible leadership ideals, not only through its program offerings but also through a variety of initiatives that the non-academic community undertakes.

As an example, AIM's Human Resource Services (HRS) unit has partnered with the Philippine Department of Education in a national outreach program, the National Schools' Maintenance Week (NSWM, or *Brigada Eskwela*). The program aims to encourage the practice of shared governance; bring the spirit of education to the community level; and utilize local resources to prepare public schools for the opening of the school year.

Every year since 2014, an average of 40 AIM staff have participated in *Brigada Eskwela* activities for the *Malipay Elementary School* located in a province south of the metropolis. AIM "adopted" the public primary education school by cleaning and repainting classrooms, improving infrastructure, and donating classroom materials. Participation in the initiative echoes AIM's belief in the value of private-public sector collaborations toward contributing to societal goals, and strengthens AIM's responsible leadership agenda. Incidentally, the national Program had its beginnings in 2003, or during the term of former Education Department Secretary Edilberto de Jesus and Undersecretary Juan Miguel Luz. Dr. De Jesus had served as AIM President from 2011-2013, while Professor Luz heads AIM's Stephen Zuellig Graduate School for Development Management.

On-campus Environmental Policies: Towards a Sustainable Working and Learning Environment

Still as part of its commitment to responsible management education and practice, AIM ensures the efficient delivery and productive use of natural, human, technological and social resources entrusted to it by society within its workplace and community.

From July 2014-May 2016, AIM has actively espoused campus-wide measures demonstrating its commitment to environmental sustainability. Initiatives during this period include:

1. *Implementing an institution-wide environmental management system (EMS), which spearheads information campaigns, training and education programs to increase environmental awareness and ensure follow through action by its faculty, students, alumni, other stakeholders, and the general public.*

- Information campaigns were 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.
2. *Conserving natural resources by introducing measures governing 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.*
- Active promotion of energy savings through actions such as the replacement of fluorescent light tubes and compact fluorescent light (CFL) bulbs with more energy-efficient LED bulbs; replacement of CRT television sets with LED or LCD television sets in the rooms of the AIM Conference Center Manila and AIM Conference Center Baguio; improvements in AIM cafeteria facilities for more efficient energy use; and the monthly monitoring of electricity.
 - 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.
 - Separate discussions with providers of solar power technologies, improved kitchen technologies, and with providers of improved technology on potable water storage.
3. *Preventing pollution and further degradation of the environment by establishing guidelines on proper waste disposal systems.*
- Compliance 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.
 - Conduct of 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.
4. *Complying with all regulations and procedures designed to promote environmentalism and to nurture a healthy and safe working environment.*
- AIM 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 business 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
 - Clean Water Act

- Policy Issuances from the Department of Environment and Natural Resources
 - Policy Issuances from the Department of Labor and Employment
 - Policy Issuances from the Department of Health
- In 2014, AIM constituted a Health and Safety Committee, which initiates Institute-wide activities to promote a healthy and safe working environment for the Institute and its stakeholders. Fire safety seminars, emergency evacuation drills, and health awareness campaigns were among the activities led by the said Committee.
5. *Maintaining a clean, orderly and aesthetically appealing campus which harmonizes people, plants and physical facilities into an environment conducive to work and learning.*
- The EMS, with the Health and Safety Committee, have regularly conducted inspections of work stations, learning facilities, and dormitories to ensure that these are clean, orderly, safe, and, free from clutter and excess equipment.

Progress to be made

1. AIM will continue to support training aligned with its business and society agenda. For example, the following are among those which have been lined up for this year:
 - a. *International Management Teachers Academy (IMTA) Conference: Developing a New Generation of Management Educators for a New Generation of Leaders* in Bled, Slovenia (June 2016)
 - b. *Symposium for Entrepreneurship Educators (SEE)* in Babson, Boston, Massachusetts, USA (June 2016)
 - c. *Innovative Development through Entrepreneurship Acceleration (IDEA)*, in Berkeley, California, USA (August-December 2016)
2. AIM will continue to make sure that knowledge gained from training opportunities are integrated in responsible management education curricula. For example, in 2013, AIM had sent faculty to a training program with the Harvard Program on Negotiations (PON). Plans are being made to offer an elective on Mediating Disputes, a key skill which our students could apply in future leadership roles in business and development contexts.
3. In terms of environmental sustainability, AIM has outlined several measures for the next few years, including:
 - a. Securing services of a hauler of the Clinic's medical wastes. This is in accordance with the Department of Health's Healthcare Waste Management Program (HWMP).
 - b. Plans to decommission its transformer with polychlorinated biphenyl (PCB) by December 31, 2018. This is in compliance with DAO No. 1-2004 of the Chemical Control Order for Polychlorinated Biphenyls (PCB).
 - c. Plans to have the emissions of its generator sets tested to ensure that these are within the emission standards set forth in The Philippine Clean Air Act of 1999 (RA 8749), and also to register such equipment with the DENR.

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.

Throughout the reporting period, our faculty and research centers have actively generated thought leadership and research that promote an understanding of the role, dynamics, and impact of corporations and institutions in the creation of sustainable, environmental, and economic value. Our faculty's research span a diverse range of topics such as energy, food production and sustainability; politics and governance; sustainable businesses; philanthropy and corporate social responsibility; entrepreneurship; social inclusion; and leadership, among others.

To support a culture of research, since 2010, AIM has consistently been providing incentives for faculty who publish in international, peer-reviewed journals. This has encouraged faculty to develop their own business and development management research, which they can then bring into the classroom. Further, AIM provides faculty with opportunities to refine research ideas through faculty learning sessions or research colloquia. These sessions also open up opportunities for faculty research collaborations.

Meanwhile, the establishment of an Office of Research and Publications (ORP) provided a structure that oversaw faculty-led research and determine synergies with Center-initiated research. In addition, AIM's faculty recruitment strategy gradually shifted towards hiring faculty engaged in meaningful research on business and development. AIM aspired to have a balance of faculty who were both immersed in business and development practice, and at the same time thought leaders and generators of new knowledge relevant to management education. The strengthened institutional support for research was spurred in part by AIM's commitment to AACSB's standards of innovation, impact, and continuous improvement. All of these initiatives encouraged an enabling environment for research to further prosper at AIM.

The table below provides a sample of the research our faculty have published in academic journals during the period covered in this report.

Selected AIM Faculty Journal Articles 2014-2016
<i>Energy, food production, and environmental resource management</i>
Alternative Framework for Renewable Energy Planning in the Philippines <i>Renewable and Sustainable Energy Reviews</i> Professors Fernando Y. Roxas and Andrea L. Santiago (2016)
Reviving Farming Interest in the Philippines through Agricultural Entrepreneurship Education <i>Journal of Agriculture, Food Systems, and Food Development</i> Professors Fernando Y. Roxas and Andrea L. Santiago (2015)
Willingness to Pay for Air Quality Improvements from Using Electric <i>Jeepneys</i> in Metro Manila <i>Singapore Economic Review</i>

Selected AIM Faculty Journal Articles 2014-2016
Professor Jamil Paolo S. Francisco (2015)
Transforming Protected Areas into Effective Ecotourism Destinations <i>BIMP-EAGA Journal of Sustainable Tourism Development</i> Professor Benjamin C. Bagadion (2015)
The Economics of an Energy Crisis <i>DLSU Business & Economics Review</i> Professor Fernando Y. Roxas (2014)
Determinants of Property Damage Recovery Time Amongst Households Affected by an Extreme Flood Event in Metro Manila, Philippines <i>Jàmbá: Journal of Disaster Risk Studies</i> Professor Jamil Paolo S. Francisco (2014)
<i>Philanthropy and Corporate Social Responsibility</i>
Catastrophic Disasters as Opportunities for Sustainable Reconstruction: The Case of Typhoon Yolanda <i>DLSU Business and Economics Review</i> Professors Fernando Y. Roxas and Andrea L. Santiago (2015)
Corporate Social Responsibility and Purchase Intention: The Roles of Loyalty, Advocacy, and Quality of Life in the Philippines <i>International Journal of Management</i> Professors Francisco L. Roman, Jr. and Donald Amoroso (2015)
Reaching Out to Survivors: Typhoon Haiyan, Philippines <i>Journal of Business Ethics Education</i> Professors Fernando Y. Roxas and Andrea L. Santiago (2014)
<i>Politics and Governance</i>
Political Dynasties and Poverty: Measurement and Evidence of Linkages in the Philippines <i>Oxford Development Studies</i> Professor Ronald U. Mendoza, et. al. (2016)
Why Citizens Participate in Local Governance: A Case of Two Philippine LGUs <i>International Journal of Public Administration</i> Professors Veronica G. Caparas and Anand Agrawal (2016)
The Impact of Government Failure on Tourism in the Philippines <i>Transport Policy</i> Professors Manuel J. De Vera and Wilfred S. Manuela (2015)
Governance and Market Failures in Mining: Lessons from the Marcopper Mining Disaster in Marinduque, Philippines <i>Asian Journal of Business Ethics</i> Professor Ronald U. Mendoza, et al (2014)
Should my NGO Go on a “Pork Barrel Diet”? The Case of the Priority Development Assistance Fund in the Philippines <i>Emerging Markets Case Studies</i> Professors Ronald U. Mendoza and Manuel J. De Vera (2014)
<i>Business Landscapes, Innovations, and Sustainability</i>
The Snow Festival: What Went Wrong? <i>Emerald Emerging Markets Case Studies</i> Professor Pajaree Ackaradejruangsri (2016)

Selected AIM Faculty Journal Articles 2014-2016
<p>Know Me, Like Me, Follow Me, Engage Me, Buy Me: The Growing Marketplace for New Business Ventures in Thailand <i>Academy of Marketing Studies Journal</i> Professor Pajaree Ackaradejruangsri (2015)</p>
<p>Insights on GrabTaxi: An Alternative Ride Service in Thailand <i>Review of Integrative Business and Economics Research</i> Professor Pajaree Ackaradejruangsri (2015)</p>
<p>Thai Consumer Behavior on Brand New Car Purchasing: Influential Factors and Decision-Making - POS Approach <i>World Review of Business Research</i> Professor Pajaree Ackaradejruangsri (2015)</p>
<p>Creating Competitive Advantage by Institutionalizing Corporate Social Innovation <i>Journal of Business Research</i> Maria Elena B. Herrera (2015)</p>
<p>Do Intangible Assets Affect Profits? Evidence from Philippine Publicly-Traded Corporations <i>Journal of International Finance Studies</i> Professor Rufo R. Mendoza (2015)</p>
<p>Does Mining FDI Crowd in Other Investments? Investigation of FDI Intersectoral Linkages <i>Comparative Economic Studies</i> Professors Ronald U. Mendoza and Nadja Doytch, with C. Siriban (2015)</p>
<p>Innovative Design of Energy-Efficient Residential Cooling System for Developing Countries <i>International Proceedings of Chemical, Biological and Environmental Engineering</i> Professor Song Kyoo Kim (2015)</p>
<p>The Capacity Decisions of Samhan C1 Brick Manufacturing <i>International Journal of Teaching and Case Studies</i> Professor Song Kyoo Kim (2015)</p>
<p>Openly Innovative Entrepreneurship Practice: Cost-Effective 3D Printing <i>International Journal of Teaching and Case Studies</i> Professor Song Kyoo Kim (2015)</p>
<p>Explicit Design of Innovation Performance Metrics by Using Analytic Hierarchy Process Expansion <i>International Journal of Mathematics and Mathematical Sciences</i> Professor Song Kyoo Kim (2014)</p>
<p>The Case for Operational Management: Millennium Printing Press Company <i>Journal of Information Technology Case and Application Research</i> Professor Song Kyoo Kim (2014)</p>
<p>Promoting Technology Spillovers from Trade and Investments <i>International Journal of Development Issues</i> Professor Ronald U. Mendoza, et al (2014)</p>
<p><i>Leadership and Organizational Development</i></p>
<p>An Integrated and Dynamic Leadership Framework: A Perceptual Map of the Interaction Among the Leader, Followers, Outcome, and Context <i>Review of Integrative Business and Economics Research</i> Professors Jacinto C. Gavino and Edwin J. Portugal (2015)</p>
<p>Action Learning: Cultural Differences</p>

Selected AIM Faculty Journal Articles 2014-2016
<p><i>Action Learning: Research and Practice</i> Professors Gillian Ann Stevens and Manuel J. De Vera (2015)</p>
<p>Change Management at Mars Publishing House <i>Journal of Case Studies</i> Professors Jacinto C. Gavino and Edwin J. Portugal, w/ D. Briones (2014)</p>
<p><i>Entrepreneurship and Family Business</i></p>
<p>An Empirical Analysis of Financial Performance of Micro, Small, and Medium Enterprises in the Philippines <i>Global Conference on Business and Finance Proceedings</i> Professor Rufo R. Mendoza (2015)</p>
<p>Grease or Sand in the Wheels of Commerce? Firm-level Evidence on Corruption and SMEs <i>Journal of International Development</i> Professors Ronald U. Mendoza and Ricardo Lim, with A.O. Lopez (2015)</p>
<p>Accountancy Service Requirements of Micro, Small, and Medium Enterprises in the Philippines <i>International Journal of Business, Economics, and Law</i> Professor Rufo R. Mendoza (2014)</p>
<p>The Family Business Opportunity: Opportunity or Obligation to Join <i>Journal of Critical Incidents</i> Professors Jacinto C. Gavino and Edwin J. Portugal (2014)</p>
<p><i>Social Inclusion and Development</i></p>
<p>The Drivers of Diaspora Donations for Development: Evidence from the Philippines <i>World Development</i> Professor Victoria S. Licuanan, et. al. (2015)</p>
<p>Decomposing the Public-Private Wage Gap for Nurses in the Philippines <i>Southeast Asian Journal of Economics</i> Professors Jamil Paolo S. Francisco and Federico M. Macaranas (2015)</p>
<p>Empowering Consumers/ Patients as a Contributor for Health Product Safety: Lessons from the Philippines <i>Drug Safety</i> Professor Kenneth Y. Hartigan-Go (2015)</p>
<p>Including Homeless Families and Children in the Social Protection System: A Brief Review of International Experience and an Analysis of Data on the Philippine Pilot Program <i>Journal of Asian Public Policy</i> Professor Ronald U. Mendoza, et al (2015)</p>
<p>The Impact of FDI on Child Labor: Insights from an Empirical Analysis of Sectoral FDI Data and Case Studies <i>Children and Youth Services Review</i> Professor Ronald U. Mendoza, et al (2014)</p>

In addition to journal publications, faculty have likewise published intellectual capital related to responsible management in books or book chapters. Some of these are included in the table below.

Selected AIM Faculty Book/ Chapter Publications 2014-2016
Books
Building Inclusive Democracies in ASEAN Professor Ronald U. Mendoza, et. al. (Eds) Anvil Publishing Inc., 2015
Going Global Together Professors Ma. Elena B. Herrera and Federico M. Macaranas (Eds.) AIM, 2015
Design Appraisal and Management of Sustainable Development Projects Professor Nihal Amerasinghe AIM, 2015
One Purpose, Shared Future: Bridges of Peace in Mindanao AIM, 2015
Innovative Design Guidebook for Game Changers: Three-step Innovation Process for New Business Developments Professor Song Kyoo-Kim Bookboon, 2015
Market Solutions to Public Needs: Mainstreaming Poverty Alleviation Initiatives in ASEAN Professor Juan Miguel Luz, et al (Eds.) Gale Asia, 2014
Chapters in Books
Responding to the Fallout: The Impact of the Global Economic Slowdown on Private Firms/ Enterprises, Poverty Reduction, and Development In, “Market Solutions to Public Needs: Mainstreaming Poverty Alleviation Initiatives in ASEAN” Professor Ma. Nieves R. Confesor Gale Asia, 2014
Forging Partnerships for Nation-building: The Gawad Kalinga Way In, “Market Solutions to Public Needs: Mainstreaming Poverty Alleviation Initiatives in ASEAN” Professor Ma. Nieves R. Confesor Gale Asia, 2014
The Need for PPP Arrangements to Make Business Pro-Poor and Green In, “Market Solutions to Public Needs: Mainstreaming Poverty Alleviation Initiatives in ASEAN” Professor Manuel J. De Vera Gale Asia, 2014

The “Building Inclusive Democracies in ASEAN” publication, a collaborative project of the AIM Policy Center with faculty from top Philippine universities – University of the Philippines, De La Salle University, and Ateneo de Manila Universities, was recognized as the 2016 Outstanding Book by the National Academy of Science and Technology. The project features “studies on the impact of malfunctioning democratic systems and weak institutions, as well as reflections on reform efforts along the lines of citizens’ participation, transparency, evidence-based policymaking, and the institutions that underpin all these in day-to-day political and economic life.”

AIM's Research Centers

AIM is home to seven (7) research centers, all endowed with funding from different stakeholders in the Asian business and development community. The Centers vary in terms of themes and focus, yet intersect in their common mission of incubating new programs, materials, and research that aim to further strengthen AIM's programs for business and society. Each of the Centers is led by AIM faculty and supported by research teams who contribute to AIM's mission of developing Asia's future leaders.

Below are highlights of the Centers' projects during the period covered in the report:

Rizalino S. Navarro Policy Center for Competitiveness (RSN-PCC, formerly AIM Policy Center)

Formerly known as the AIM Policy Center, the RSN-PCC is the Institute's public policy think tank, and has received global recognition with its consistent rankings in the *Think Tanks and Civil Societies Program (TTCSP)* of the University of Pennsylvania's Lauder Institute. The Center was ranked 58th among 60, and 62nd among 95 think tanks in Southeast Asia and the Pacific in 2014 and 2015, respectively.²

Under the stewardship of Professor Ronald Mendoza until December 2015 and Professor Jamil Paolo Francisco since January 2016, the Center has steadily provided thought leadership through the research and advocacy activities that they undertook. In consultation with key stakeholders from industry, the academe, and the international donor community, the Center developed an integrated research agenda in 2011, and since then, the Center's work has focused on three overarching themes: *Competitiveness, Competition Policy, and Industrialization Strategy; Social Protection and Social Insurance; and Democracy and Inclusive Growth*.

Aside from international peer-reviewed journal publications authored by the Center's directors and research team, some of which were mentioned in the previous section, the RSN-PCC has also been generating thought leadership through working papers, book publications, print and digital media news articles, and through its numerous public fora. Central to the work that RSN-PCC has produced is a keen appreciation of the role of multi-stakeholder collaboration in understanding and in bringing to public attention issues that demand leaders' accountability in promoting inclusive growth of Philippine and Asian societies.

One of the recent projects that the Center worked on in partnership with the United Nations Development Programme (UNDP) and the Philippines' National Economic Development Authority was the "Towards Zero Poverty in the Philippines". The project was envisioned to aid in crafting a sustained and accelerated poverty reduction strategy in the Philippines through technical

² The TTCSP "examines the evolving role and character of public policy organizations", and "works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs, and produces the annual *Global Go To Think Tank Index* that ranks the world's leading think tanks in a variety of categories." ([University of Pennsylvania, 2016](#))

research, on-the-ground missions, and broad participation of development thinkers. Drawing on data from field research, a synthesis of poverty research in the Philippines, and a series of workshops with development experts, the project culminated with a public symposium presenting key project results. At the symposium, UN Resident Coordinator in the Philippines Mr. Ola Almgren, highlighted how poverty alleviation should be at the center of any policy platform, since it is linked with achieving other Sustainable Development Goals (SDGs).

A selection of the Center’s outputs and activities may be found below:

Selected RSN-PCC Center Projects and Activities June 2014- May 2016
A. Book Publications
Building Inclusive Democracies in ASEAN Anvil Publishing (2015)
The Asian Noodle Bowl: Free Trade and Economic Integration in the Post-Crisis Era Konrad Adenauer-Stiftung (2015)
B. Selected For a
Social Weather Stations (SWS) Survey Review January 2015 and 2016
Maritime and Regional Security in the Asia Pacific: Challenges and Prospects for Cooperation November 2015
Book Launch: Building Inclusive Democracies in ASEAN 53rd Philippine Economic Society Annual Meeting November 2015
National Symposium on Poverty and Justice October 2015
Towards Zero Poverty: Pursuing Inclusive Development and Shared Prosperity September 2015
Aquino’s Last Mile: Ramping up and Sustaining “Daang Matuwid”, #PHVote: The Leader I Want Forum Series August 2015
Pursuing Inclusive Development and Shared Prosperity June 2015
Round Table Discussion on Corruption in Campaigning and Elections June 2015
Institutionalizing Anti-Corruption and Good Governance June 2015
Rising China: Specific Policy Options for the Philippines and the United States February 2015
Round Table Discussion on Politics, Corruption, and Governance with Dr. Arthur Kleinman January 2015
Panel on Small and Medium Scale Enterprises (SMEs) and Inclusive Growth 52nd Philippine Economic Society Annual Meeting November 2014
Business and Labor Regulations Workshop on the <i>Bangsamoro</i> September 2014
Building an Inclusive Democracy Discussion Series:

Selected RSN-PCC Center Projects and Activities June 2014- May 2016
Patronage in Government Services Delivery: Evidence from Punjab, Pakistan August 2014
Building a Resilient ASEAN Economic Community <i>Panel organized for AIM's, "2015 Approaching: Priming for ASEAN Integration" (June 2014)</i>

Further information on the Center's initiatives may be accessed through their website, [Rizalino S. Navarro Policy Center for Competitiveness](#).

Jose B. Fernandez Center for Banking and Finance

The JBF Center is currently led by Professor Rocky Lee, who joined AIM in June 2014. Professor Lee's wealth of knowledge comes from years of international experience in multinational agencies such as Lehman Brothers, Bristol-Myers Squibb, and BTG International, Inc; and international finance organizations such as the Asian Development Bank (ADB) and the World Bank Group, based in Washington DC. Professor Lee holds a doctorate in Applied Economics and Managerial Science, and an MBA with dual majors in Finance and Health Care Management from the Wharton School in Pennsylvania.

From 2014-May 2016, the JBF Center undertook several fora, which focused among other topics, on responsible financial reporting and developments in the banking and finance industry. These include:

Selected JBF Center Activities 2014-2016
Impact of Financial Reporting Standards on Local Practice: Misgivings for Responsible Reporting <i>Held in partnership with the Ateneo JBF Center for Ethics (April 2014)</i>
Harnessing Banking and Financial Markets <i>Panel organized for AIM's, "2015 Approaching: Priming for ASEAN Integration" (June 2014)</i>
Risk Management Forum on Data Analytics <i>Held in partnership with the Professional Risk Managers International Association (November 2014)</i>
The Foreign Account Tax Compliance Act (FATCA) Forum (July 2015)

In addition, the Center reached out to the academic community, by hosting the 16th *Intercollegiate Finance Competition (ICFC)* in September and October 2014, and by delivering a *Finance Educators' Training Program (FETP)* in January 2015. The ICFC exposes students who will be Asia's future industry leaders to world-class finance education standards, and gauges the quality and level of finance education nationwide through the rigorous competition. The Competition aims to nurture and recognize future financial professionals, who will lead the country towards economic development with high ethical and professional standards. Meanwhile, the FETP, held in partnership with the Financial Executive Institute of the Philippines (FINEX), provided a venue for AIM faculty to reach out to counterparts from state universities and colleges and share knowledge on topics such as Financial Statement Analysis and Entrepreneurial Finance.

Throughout these activities, the Center leveraged on its strong network of key players in the banking and finance industries to further strengthen the interaction between the academe and the business sector.

Further information on the Center's initiatives may be accessed through their website, [Jose B. Fernandez Center for Banking and Finance](#).

Team Energy Center for Bridging Societal Divides

As a further testament to its diversity, AIM is home to Team Energy Center, whose mission is to develop "bridging leaders" who will address and diminish societal divides in Mindanao, the Philippines, and the Asian region. With Professor Manuel J. De Vera taking over Center's helm in 2014, the Center continued to focus on developing leaders from marginalized and conflict areas in Mindanao in Southern Philippines.

In the past, the Center has also actively developed Bridging Leaders through its various programs: the World Bank Mindanao Bridging Leaders Program, Bridging Leadership Fellows Program, and the Islamic Leadership Development Program. Within the period covered in the report, the Center conducted a series of Bridging Leaders training programs for the youth, Philippine local and regional government leaders, and international public sector community. "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.

Narratives of these "bridging leaders" have been developed as cases used in various degree and executive programs of the Institute. For example, in partnership with the International Labour Organization (ILO), the Center developed cases on migrant workers' labor issues, challenges, and concerns for a regional training program for ASEAN labor attaches and consular officials held in September 2014. During their anniversary celebration in October 2015, the Center launched their recent publication, *"One Purpose, Shared Future: Bridges of Peace in Mindanao"*. The volume showcases 24 narratives of courage and resolve of Mindanao Bridging Leaders who have demonstrated leadership to contribute to the achievement of peace in Mindanao. Their stories highlight how the exercise of Bridging Leadership has paved the way for collective action by engaging and mobilizing their stakeholders to co-create communities of change.

Also, now mainstreamed in degree programs' curricula are courses which had their roots in the Center's program: the "Bridging Leadership" course has been running as a core course for the MDM program, while "Leading with Integrity" has been offered as an elective for both the MDM and MBA programs. The Center has likewise introduced the Bridging Leadership framework during international study visits, development and executive programs, and international research presentations.

Some of the Center’s recent work and engagements are included in the succeeding table.

Selected TEC Center Activities and Programs 2014-2016
Future Bridging Leaders’ Program May 2016, June 2015, August 2014
Leadership and Management of Change for Development Managers: The Bridging Leadership Approach February 2016
Bridging Leadership Workshop for Department of Education (DepEd) Region 2 May and August 2015
Leading Change for Department of Labor and Employment (DOLE) and Mindanao’s Emerging Future Workshop May 2015
Bridging Leadership and Integrity: Community Integrity Building for <i>Pagbilao LGU</i> March 2015
Workshop on Bridging Leadership for Educators of <i>Bongao, Tawi-Tawi</i> February 2015
Business, Conflict, and Wealth Creation in <i>Bangsamoro</i> November 2014
Communications for Communicators Program October-November 2014
Strengthening Leadership and Governance <i>Panel organized for AIM’s, “2015 Approaching: Priming for ASEAN Integration” (June 2014)</i>

Further information on the Center’s initiatives may be accessed through their website, [Team Energy Center for Bridging Societal Divides](#)

Ramon V. Del Rosario Center for Corporate Social Responsibility

The RVR CSR Center, one of the pioneer research centers in Asia to concentrate on research in CSR issues, continued to provide leadership in CSR research, through the conduct of the annual Asian Forum on Corporate Social Responsibility in 2014 and 2015. The AFCSR is the largest annual conference on corporate social responsibility (CSR) in the region, gathering like-minded leaders and companies who consciously engage in responsible management practices in their organizations.

In September 2014 and 2015, the RVR Center for Corporate Social Responsibility held the annual Asian Forum for Corporate Social Responsibility (AFCSR). Asia’s largest conference on CSR, the AFCSR was launched in 2002 by the RVR CSR Center. The annual conference features plenary sessions by keynote speakers; breakout sessions featuring companies’ best CSR experiences and practices; a CSR exposition showcasing different organizations’ CSR programs; and is capped by an awards program honoring Asia’s outstanding CSR projects and organizations.

The 2014 Manila conference, which had an audience of 579 delegates from 30 countries, held the theme “*Building Resilient Communities: How Business, Government, and Social Enterprises can Work Together*”. The session highlighted the importance of mitigating risks, rebuilding from

devastation, forming partnerships, and ensuring good governance to sustain economic gains among communities across the region. In 2015 the AFCSR was held in Bangkok, Thailand, with the theme “*Unleashing Social Entrepreneurship: New Partnerships for a Better World*”. Over three hundred participants from 23 countries participated in the 2015 conference. Speakers have included global leaders such as *Nobel Peace Laureate Dr. José Ramos-Horta* and *Sanjit “Bunker” Roy, founder of Barefoot College in India* and a 2013 Clinton Global Initiative awardee.

Further information on the Center’s initiatives may be accessed through their website, [RVR Center for Corporate Social Responsibility \(RVR-CSR\)](#)

Ramon V. Del Rosario, Sr.- C.V. Starr Center for Corporate Governance

The RVR-CV Starr Center for Corporate Governance aims to be the premier center in Asia for research, training, and advocacy in corporate governance matters. Its mission is to promote the practice of good corporate governance among private and public companies in the region.

Also led by Professor Francisco L. Roman, Jr, the Center’s key accomplishments include research on corporate governance, which have been developed into cases with a focus on Asian companies. (Please refer to section on learning materials developed)

In addition, the Center developed publications on corruption and governance, and conducted fora and training programs on governance. Below are some of the Center’s outputs:

Selected RVR-CV Starr Center Publications and Activities 2014-2016
A. Selected Publications
Collective Action Against Corruption: Business and Anti-Corruption Initiatives in ASEAN <i>Profiles of selected business collective action models from Indonesia, Malaysia, the Philippines and Thailand, including relevant agreements, frameworks, and tools for business collective action against corruption</i> 2014
Cases on Devolution and Governance (Volume 1, Issue 4 of AIM Research Folio) 2014
B. Selected Activities
Anti-Corruption Training for SME Associations March and April 2016
Integrity Workshop for Certified Public Accountants <i>Held in partnership with the Philippine Institute of Certified Public Accountants</i> September 2015

Further information on the Center’s initiatives may be accessed through their website, [RVR-CV Starr Center for Corporate Governance \(RVR-Hills\)](#)

Zuellig Center for Asian Business Transformation

The AIM Dr. Stephen Zuellig Center for Business Transformation (ZCABT) aims to accelerate the growth of Asian SMEs into sustainable, globally competitive enterprises through business

transformation in industries creating the greatest value for all segments of society. Some of the Center’s initiatives in recent years have focused on health systems and pharmaceutical developments.

A list of some of the Center’s activities may be found below.

Selected ZCABT Activities 2014-2016
Health for Juan and Juana: Moving Forward with the Philippine Health Agenda May 2016
1st Meeting of the ASEAN Confederation of Pharmaceutical Industry Associations (ACPIA) August 2015
Health System Shapers Sectoral Round Table Discussion: Media Sector February 2015
Health System Shapers Sectoral Round Table Discussion: Business Industry Sector November 2014
Realizing ASEAN’s Full Human Capacity Potential <i>Panel organized for AIM’s, “2015 Approaching: Priming for ASEAN Integration” (June 2014)</i>
Multisectoral Forum on Stem Cell Therapy June 2014

Further information on the Center’s initiatives may be accessed through their website, [Dr. Stephen Zuellig Center for Asian Business Transformation \(ZCABT\)](#)

Dr. Andrew L. Tan Center for Tourism

The newest among AIM’s Centers, the Dr. Andrew L. Tan Center for Tourism was established in 2012 to develop and deliver high-quality information and professional education in tourism management. The Center aims to assist and support tourism stakeholders through research, educational programs, fora, conferences, lifelong learning processes, and other scholarly activities to ensure sustainable tourism development in the Philippines and in the Asian region.

With tourism being a key driver of economic development throughout Asia-Pacific, sustainable tourism becomes even more important. In the past years, programs, activities and research done by the Center have focused on sustainable tourism in the Philippines and Asia-Pacific communities. The Center, which has enjoyed the leadership of Professors Gulliver Go and Fernando Y. Roxas, has likewise been engaged in training agencies involved in tourism management, as well as in offering special programs for international students, through AIM’s Yale Global Network Week.

Below is a list of some of the Center’s recent initiatives.

Selected Tourism Center Activities 2014-2016
Advancing Research in Tourism: Methods of Research A Program for the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) April and May 2016

Selected Tourism Center Activities 2014-2016
Global Network Week: A Management Course on Sustainable Agro-tourism for Students of Yale's Global Network for Advanced Management March 2016
Food and Culture: A New Sustainable Product of the Philippines January 2016
Doing Research Using the AIM (ASEAN) Barometer December 2015
Designing and Developing Sustainable Tourism (Executive Education Program) October 2015
Global Network Week: A Management Course on Sustainable Tourism for Students of Yale's Global Network for Advanced Management October 2015
Managing Tourism for Development: A Strategic Planning and Business Development Program for the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) June 2015
Global Network Week: A Management Course on Ecotourism and Sustainable Tourism for Students of Yale's Global Network for Advanced Management March 2015
Tourism Business Track <i>Panel organized for Asia Pacific University Graduate School of Management (APUGSM) Conferences 2015 – Advancements in Business and Economic Research</i> February 2015
Raising Travel and Tourism Competitiveness in the Philippines towards ASEAN Integration 2015 November 2014
Global Network Week: A Management Course on Ecotourism for Students of Yale's Global Network for Advanced Management October 2014
The Pinoy Tastebuds: What's Cooking in Philippine Food Tourism September 2014
Strengthening Connectivity: Tourism Meets Technology Beyond ASEAN Borders <i>Panel organized for AIM's, "2015 Approaching: Priming for ASEAN Integration" (June 2014)</i>

Further information on the Center's initiatives may be accessed through their website, [*Andrew L. Tan Center for Tourism \(ALT-Tourism\)*](#)

Progress to be made

1. In the next two years, AIM will continue to support faculty research initiatives in areas aligned with its business and society mission, including on sustainable development and innovation in emerging Asia. With the re-organization of its faculty into Departments with specific areas of expertise in 2015, AIM will ensure better synergy in terms of faculty and Center research initiatives and outputs.
2. In November 2016, an AIM professor will present his paper, *"Responsible Management 2030 – Linking the Sustainable Development Goals and Management Education at*

Universities”, at the 3rd Responsible Management Education Research Conference in Krems, Austria.

3. Among the more promising areas to look out for in the coming years are initiatives in line with the new research laboratory on Public - Private Partnerships (PPPs) in AIM-TEC. A pioneering collaboration with the ADEC Innovations Foundation (AIF), the research laboratory provides a venue for examining opportunities and challenges in developing and managing sustainable PPPs.

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 has consistently embarked on mutually-enriching partnerships, aligned with its mandate of developing Asia's future business leaders. Our partners in seeking to understand and provide solutions to meeting sustainable business and development come from a diverse mix of sectors – among others -- the academe, industry, corporates, and public institutions.

A. Development and Executive Program Partners

Aside from our degree program portfolio, AIM likewise continues to offer programs that respond to the needs of our executive partners in the corporate and public sectors. We make sure that AIM consciously integrates responsible management ideals in the design and delivery of these programs. Moreover, these programs are delivered by a mix of highly competent faculty and practitioners who are immersed in the realities of leading business and development organizations.

A sample of these executive and development training programs delivered during the period covered in the report may be found in the table below.

Sample Executive and Development Programs 2014-2016	
Executive Education Programs	Development Executive Programs
Business Analytics Course	Program for Development Managers
Basic Management Program	Project Planning, Development and Management
Competitive Strategic Innovation	Project and Procurement Management Course
Coaching Skills for Leaders and Managers	Leadership and Management of Change for Development Managers
Designing and Developing Sustainable Tourism	Regional Integration in Asia: A Focus on Education
Economics for Non-Economists	
Finance for Senior Executives	
Management Development Program	
Strategic Negotiations and Conflict Management	
Talent Management Course	

In addition, AIM has maintained its stature as a leading provider of customized training in the Philippines and among its Asian counterparts. It has trained, among others executives from

leading Asian businesses in the fields of telecommunications, banking, health, fast food, and consulting. AIM has also designed and delivered a series of training programs for public sector leaders from the Philippines' education, foreign affairs, tourism, fire protection, and local government sectors. Counterparts from Vientiane, Lao PDR; Hanoi, Vietnam; India; and the Royal Bhutan Government, were among those whom AIM delivered customized leadership training programs for.

B. Academic Alliances

Recognizing the importance of collaborating with academic partners in the areas of research, executive education, program delivery, and student and faculty exchange, AIM has continued to nurture robust relations with around 50 such institutions all over Asia and the world.

The MBA Program's International Student Exchange Program (ISEP) maintains an active partnership with nearly 30 business schools worldwide. In the area of research, AIM has collaborated with Non-Resident Research Fellows (NRRF) on various research projects. For example, a faculty member is working with colleagues from the University from Munich and Kiel Institute for the World Economy in Europe, and the University of Michigan and Georgetown University in the US, for an impact evaluation study on migration and development in the Philippines.

C. Alliances with Academic Associations and Organizations

AIM has maintained its accreditation status with the Association to Advance Collegiate Schools of Business (AACSB). This has provided a stronger impetus for the institute to align its mandate of delivering quality management education with AACSB's standards of innovation, engagement, and impact.

Aside from its membership with PRME, AIM continues to be an active member of the Association of Asia-Pacific Business Schools (AAPBS), European Foundation for Management Development (EFMD), Global Business Schools Network, Global Network for Advanced Management (GNAM), International Management Development Network, International University Consortium for Executive Education, Pacific Asian Consortium for International Business Education and Research (PACIBER), and Partnership in International Management (PIM).

Recently, AIM renewed its membership with the Academy of Business in Society (ABIS), a global network of companies and academic institutions committed to developing sustainable futures for business in society. Expanding its reach to the European continent, AIM is also a new member of the International Association for Management Development in Dynamic Societies (CEEMAN).

D. Alliances with Key Multilateral, Intergovernmental, and International Development Organizations

AIM continues to strengthen linkages with international organizations such as the Asian Development Bank (ADB), Association for Southeast Asian Nations (ASEAN), Asia-Pacific Economic Cooperation (APEC), International Initiative for Impact Evaluation (3IE), and various UN and World Bank agencies through its various projects and program delivery.

Owing to the diverse roster of its students and faculty, AIM also fosters bilateral relations with the diplomatic community. Events hosted by AIM include a series of Ambassadors' Fora, which has featured talks by the Ambassadors of Switzerland, Belgium, Canada, Turkey, Britain, Sri Lanka, and the US in the past two years.

Progress to be made

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. In 2016, AIM renewed its membership to like-minded networks, including PRME. As PRME champion, AIM will play a more active role in the network, as a continuing testament to its commitment to the delivery of responsible management education.

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.

AIM has steadfastly facilitated and supported dialogue and debate among the academe and different stakeholders, through our Centers' activities pertaining to global social responsibility and sustainability. This is evident in the work that we have been doing through our various research centers, discussed in the sections on Research (Principle 4) and Partnerships (Principle 5).

Further, through the "Development at Work" series, an initiative launched by our Zuellig School of Development Management in 2010, we are able to provide a platform for meaningful discussions and debate on issues pertaining to leadership and development. From June 2014-May 2016, we have spearheaded around 15 "Development at Work" fora, which have tackled development challenges such as governance, food security, big data, inclusive growth, and issues in Eurozone and ASEAN integration.

Progress to be made

1. We will continue to be thought leaders and promote engagement among different stakeholders by holding meaningful discussions that tackle key issues such as sustainable development and responsible leadership.
2. One of our upcoming events, to be held in June 2016, is "AIM for CHANGE". The event will gather business leaders in a public forum, which will discuss prospects and challenges as an emerging economy like the Philippines, faces a new leadership.
3. AIM recognizes the roles that *"visionary and innovative companies and entrepreneurs can play in building communities, protecting the environment, and improving the world."* Thus on its 15th year, the 2016 AFCSR which will be held in Nay Pyi Taw, Yangon with the theme, *"Corporate Social Innovation: Why Inclusive Innovation Matters for a Better Future"*.