



ASIAN INSTITUTE OF MANAGEMENT

PROGRESS REPORT

**UNITED NATIONS PRINCIPLES FOR
RESPONSIBLE MANAGEMENT
EDUCATION**

June 2014

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Message from the AIM President

Since 2008, AIM has actively support the UN Principles for Responsible Management Education (PRME), a testimony of AIM's commitment to make a difference in sustaining the growth of Asian economies. We continue to develop our curriculum to embed each PRME principle within our curricula, research, teaching methodologies, and institutional strategies.

AIM has a responsibility to mold managers with integrity and high ethical standards, and who will endeavor to humanize the corporation, understand the ethical implications of management decisions, and feel personal responsibility for the communities wherein they operate. With this as an end goal, sustainability, corporate social responsibility (CSR), bridging leadership, and development topics are inherent in AIM's degree courses and research centers.

AIM's Washington SyCip Graduate School of Business, the Stephen Zuellig Graduate School of Development Management, and the Executive Education and Lifelong Learning Center have all been involved in meeting the challenges of a new world that places community, sustainability, and ethical values at the heart of business education.

Through AIM research centers—the Policy Center, Center for Banking and Finance, Center for Corporate Social Responsibility, Center for Bridging Leadership, Center for Corporate Governance, Center for Asian Business Transformation, and Center for Tourism—the Institute continues to engage in exploring inequities in business practice, social development, public policy, and governance.

This third progress report illustrates AIM's continuing relationship with PRME and demonstrates its efforts to implement the PRME principles from July 2012 to June 2014.



STEVEN J. DEKREY
President

Contents

Message from the AIM President	2
About the Asian Institute of Management	4
The UN Principles for Responsible Management Education	5
AIM's Schools and Programs	6
AIM's Research Centers	13
AIM's Research Initiatives	26
Partnerships and Alliances	33
Future Perspectives/Key Objectives	35
Sustainability on Campus	38

About the Asian Institute of Management

AIM is a pioneer in international management education. It was established in 1968 with the Harvard Business School, academicians, and businessmen. The founders envisioned AIM as a source of 21st century Asian change agents and designed the school's master and executive programs to produce managers with the skills, knowledge, and attitudes relevant to Asia's emerging markets. Their initiative made AIM one of the most experienced graduate schools in Asia. While AIM is based in the Philippines, its clientele are in India, Indonesia, Malaysia, and the Greater Mekong area. AIM is the first school in Southeast Asia to achieve accreditation from the US-based Association to Advance Collegiate Schools of Business (AACSB) based on the world's highest international standards.

By being Asian in outlook and behavior, the Institute evolved into a management resource for Asia, serving governments, non-profit organizations, and the business community by organizing multi-sectoral workshops, engaging in consulting activities, assisting in the formulation of training centers, organizing conferences and symposia focused on Asian issues, and delivering awards for corporate responsibility.

The AIM curricula, courses, and teaching materials have been developed for the conditions and needs of both private and public Asian enterprises. Since the 1970s, AIM has delivered programs for the public and private sectors in Bhutan, Cambodia, China, India, Indonesia, Korea, Laos, Malaysia, Nepal, Singapore, Taiwan, Thailand, UAE, and Vietnam.

At AIM, we train business, government, and civil society leaders to manage the challenges and opportunities of a rapidly integrating Asian region. Armed with a clear understanding of how to do business in emerging markets, our nearly 41,000 graduates in 103 countries are leaders and managers in some of the world's top companies and organizations.

The UN Principles for Responsible Management Education

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.

AIM's Schools and Programs

Principles Addressed: 1, 2, 3, and 5

AIM has created programs specifically for Asian needs and uses an approach attuned to the Asian mind and to Asian problems. AIM is organized into schools offering master's degree and non-degree programs.

Since 2006, corporate social responsibility (CSR) has been integrated into AIM's degree programs. During the period in review, all students in the degree programs underwent simulation learning exercises (SLEs). SLEs combine theoretical and practical application of CSR theories. The CSR theories focus on shared value, stakeholder mapping, and partnership and cooperation. The SLEs also equip students with the skills on how to respond to specific scenarios.



The W. SyCip GSB's Master in Business Administration program is global in scope and content, Asian in context and delivery, and designed with emphasis on practitioner-oriented learning.

Master in Business Administration (MBA)

The AIM MBA is a 16-month graduate management program designed for young men and women looking to jumpstart a career in management. Since 1968, more than 5,000 graduates from 27 countries around the world have used AIM's MBA program as their passport to a lifelong career. The program stresses three attributes: business thinking, analysis, and decision-making.

- Students will have solid foundations in the management disciplines, enabling them to approach managerial decisions with confidence. They undergo rigorous skills formation in finance, operations, marketing, human resource management, environmental analysis, and strategy, which are essential for effective management in any setting. Such skills formation does not mean rigid application; rather, students learn to recombine skills in new ways to adapt to instability.
- With skills comes accountability. Students must behave ethically, respect the environment, and be professional. Students should know Asian management systems and CSR, and be familiar with myriad Asian institutions and cultures.
- Complementing skills and accountability is networking. To be Asian managers, students must build and nurture "real-time" connections. Students are linked through AIM's international corporate and public sector partners, distinguished alumni network, and key players in the region.

Based on internal assessment and the results of the Beyond Grey Pinstripes 2011-2012 survey of MBA programs, most of the MBA core courses have relevant content addressing social, environmental, and ethical issues.

1. Asian Business Systems
2. Development of Enterprise
3. Ethics
4. Financial Management 1 and 2
5. Language of Business
6. Macroeconomics
7. Managing People in Organizations (MPO)
8. Management Communications
9. Marketing Management
10. Microeconomics
11. Operations Management
12. Strategic Management.

From July 2012 to June 2014, the AIM MBA likewise offered 30 electives with content related to ethics, development, responsible management, and the environment.

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Action Consultancy 2. B2B Marketing 3. Brand Management 4. Developing Coaching Skills 5. Enterprise-wide Risk Management 6. Entrepreneurial Finance 7. Financial Risk Management 8. Improving Motivation and Commitment in the Workplace 9. Indonesian Leadership from Cultural Perspective 10. Innovation Strategy and Consulting 11. Integrated Brand Communications 12. Integrated Marketing Communications 13. Leading with Impact: Bridging Innovation 14. Lean Startup 15. Lean Systems 16. Management of Banks and Financial Institutions 17. Managing Service Operations | <ol style="list-style-type: none"> 18. Marketing and Finance Creating Synergy 19. Microfinance and Development 20. New Media, Power and Community Development 21. Online Marketing Venture 22. People, Planet and Profits: Managing for Sustainable Future 23. Product and Services Marketing 24. Regional Integration in Asia 25. Special Topics on Public Finance and Policy 26. Strategic Cost Management 27. Strategic Human Resources and Organization Development 28. Strategic Innovation 29. Strategic Negotiations and Conflict Management 30. Technology Management and Operations 31. Venture Capital Investing |
|---|--|

Social Enterprise Initiatives

AIM recently partnered with the Yale School of Management Global Social Enterprise (GSE) Club to provide consulting input to five identified social enterprises in the Philippines. Together, Yale and AIM MBA students worked with non-profit organizations to address their needs and issues, ranging from agro-waste and rural development opportunities to infant mortality rates and fair trade. The partnership was highlighted by a week-long field visit by the Yale GSE Club members on March 2-8, 2014. The partner organizations continue to receive consulting output from the students as they seek to create a bigger impact on Philippine society.

AIM has also worked closely with Gawad Kalinga (GK) in conducting social enterprise immersion programs for its MBA students. The MBA Class of 2014 finished its three-day immersion at the GK Enchanted Farm in Bulacan on January 28-30, 2014. The students were divided into 16 teams to act as consultants for 16 social enterprise groups and gave their inputs in the form of PowerPoint presentations and YouTube videos.

AIM students continued to work with social enterprises with the launch of GK's Be the Next Gkonomist program, which targeted university students as they sought to end poverty in the Philippines. Five MBA students served as mentors to the competition entries, with one AIM student mentor playing a role in the winning entry by guiding the students with their winning submission.

Student Club

The decades-old student association Philanthropic Activities Society (PACTS) has been dedicated to serving underprivileged Asians. It usually conducts fundraising, blood donation drives, and volunteer work to the different charities it sponsors.

Career Services

AIM's Career Services Office (CSO) has been implementing a set of ground rules and code of ethics since 2006. As CSO aims to increase the exposure of students to hiring managers and/or recruiters alike through increased networking activities via campus presentations, company visits and participation in internship programs, it also strictly observes its ground rules and eligibility measures particularly for students who avail of the CSO services. CSO expects actions signifying integrity and professionalism from both students and recruiters. For example, companies are to be clear with their job offers, students should be honest with their CVs and statements, and students must observe courtesy and professional conduct towards recruiters. Students are advised to honor their internship or job acceptance(s) by being honoring their accepted start date after graduation.

CSO has set up a grievance system as well, and students may approach CSO if they feel maligned or mistreated by a company. In the same vein, companies may report negative feedback regarding students to CSO.

Executive MBA (EMBA)

The 18-month Executive MBA (EMBA) is a corporate change program. It creates change from within an organization through a partnership forged among the manager, the organization, and the AIM faculty. It has four modules:

PART 1: Building Managerial and Business Competence	Module I: Understanding the Environment, Industry, and Competition
	Module II: Managing the Business and its Resources
PART 2: Managing Strategically and Leading Organizations	Module III: Formulating Competitive Strategy and Business Policy
	Module IV: Implementing Strategy: Leadership and Organizational Transformation

Evening Executive MBA

The 20-month Evening EMBA is designed to enable working professionals to obtain an MBA from a world-class business school while balancing work, family, and personal commitments. Students learn

the fundamentals of business strategy and general management competence they need to lead, build, and manage enterprises that create value in a dynamic, global economy.

The program has three modules:

- **Module I:** Leading the Enterprise: The Language and Context of Business
- **Module II:** Creating and Sustaining Competitive Advantage
- **Module III:** Leading in Emerging Markets.



The Stephen Zuellig Graduate School of Development Management is AIM's response to the challenge of sustaining Asian development. Formerly known as the Center for Development Management, the school aims to mold the next generation of development leaders and change agents within their respective countries and organizations. The school believes that the resolution for political, societal, and economic issues involves the active engagement of three key stakeholders in development—the state, private sector, and civil society. The development manager, as envisioned by the Zuellig School, is a public leader whose effectiveness will greatly depend on his or her ability to manage organizations within a society and to motivate others to espouse the same ideals for human development.

Its Master in Development Management program and customized short programs seek to produce development catalysts who can manage public service delivery programs, including poverty alleviation projects, and are focused on building strong institutions for sustainability.

Master in Development Management (MDM)

The 11-month MDM is an intensive and practitioner-oriented program designed to arm mid-career development executives and practitioners with tools to manage and lead public and civil society organizations, cooperatives, and private non-profit firms in the context of economic, social, and political development. The MDM trains students to be strategic leaders and change agents in their organizations/countries. A unique strength of the program is the diversity among its students with regard to their expertise and country of origin, which contributes to a rich linguistic and cultural learning environment. Current students have worked on initiatives in these fields and sectors: agriculture, animal welfare, banking and finance, education, governance, health, international development, natural resources, persons with disability, security, shipping, social welfare, sports, and telecommunications.

The MDM has three basic modules:

- **Module 1** – consists of core courses that give basic understanding of management skills and processes applied in the development context.
 1. Analyzing the Development Environment
 2. Bridging Leadership
 3. Budgeting and Financial Tools for Development Managers
 4. Economics for Development Managers
 5. Marketing Management

6. Operations Management for Development
 7. Rapid Area Assessment
 8. Systems Thinking
- **Module 2** – teaches the processes and theories of applying the tools to concrete management and leadership situations.
 1. Bridging Leadership
 2. Graduate Seminar for Development Management
 3. Strategic Management in Development
 4. Program and Project Development and Management
 5. Strategic Human Resource Management
 6. Social Marketing
 7. Impact Evaluation for Development Managers
 8. Written Analysis of Case
 9. International Field Review on Project Management
 - **Module 3** – integrates tools and application towards the creation of new functional skills that lead to deeper understanding of development and management. Here students focus on electives such as Governance and Development in Asia; International Financial institution and Development; Community-based Natural Resources and Management; Design and Execution of Training; New Media Power and Community Development; Microfinance and Development; Special Topics on Public Finance and Policy; Performance Management System; Strategic Negotiation and Conflict Management; People, Planet, and Profits: Managing for Sustainability; Health Care Program; Political Analysis for Managers; Urban Redevelopment and Revitalization; and Regional Integration in Asia.

Customized Development Programs

The Zuellig School offers customized programs tailored to suit the special needs of institutions. With faculty experts from the public and private sectors and a broad network of development specialists and adjunct faculty, the school can design and implement programs on a broad range of topics. From July 2012 to May 2014, it directed the following customized programs:

1. When Angry Publics Collide: Changing Business Practice in Conflict Areas (with International Alert)
2. Evaluating Social Programs: An Introduction to Impact Evaluation and Randomized Control Trials
3. Symposium on East Asia Security 2012
4. 4th and 5th Economic Development and Diplomacy: a Strategic Management and Leadership Program for Heads of Posts in the Department of Foreign Affairs
5. Program for Senior Public Managers Timor-Leste
6. Customized Program conducted in Timor-Leste SY 2012–2013
 - Financial Management
 - Leading and Managing Change
 - Human Resource Management
 - Project Management
 - Procurement, Logistics and Office Management
 - Program for Senior Public Managers
7. Economic Development and Diplomacy – A Strategic Management and Leadership Program for Career Ministers in the Department of Foreign Affairs
8. Program/Project Monitoring and Evaluation in Corporate Social Responsibility

9. Strategic Legislative Management Course for Vice Governors
10. Program for Senior Public Managers in Lao People’s Democratic Republic.



The Executive Education and Lifelong Learning Center (EXCELL) is AIM’s answer to companies’ demand for continuous education in today’s global and highly competitive environment and for managers with trusted capabilities in accomplishing set goals. AIM has run non-degree programs since 1970.

Business Executive Education

Open enrollment programs offer high-impact learning in three days to six weeks. Latest industry developments, results-oriented coursework, acquisition of new career skills, professional networking and cultural exchanges are all part of the case room experience.

Listed below are the regular programs that incorporate sustainability, best practices, and social responsibility.

- **General Management:** Basic Management Program, Management Development Program, Senior Management Course (ASEAN Integration), Top Management Program
- **Special Programs:** Managing Family Corporations, Project Portfolios Management Course, Measuring and Managing Corporate Performance, Practical Innovation Course, Coaching Skills for Leaders and Managers, Strategic Innovation Course, Project Management Course, Strategic Negotiations Course.

From July 2012 to May 2014, EXCELL directed the following customized programs that have topics on sustainability, responsible management, and social responsibility.

Program	Client/s
ALTIUS Program	JP Morgan Chase
Asian Immersion Course on Entrepreneurship	JGI-IDEA
Basic Management Program	EXL, MARA, St. Luke’s Medical Center
Business Leadership for Business Results Program	Scomi Group Bhd
Business Modeling Workshop	Smart
Business Product Course	Smart
Case Teaching/Writing Workshop	Nipari, Bank Mandiri
Chartered Institute of Management Accountants (CIMA) Review	Deutsche Knowledge Services
Executive Management Program	IIUM, Philippine Commission on Higher Education, SM, ICRISAT
Finance for Senior Executives	JG Summit, First Gen
Entrepreneurship Development Program	Ideaspace
Entrepreneurship Management Program	IIUM
Intro Course on Economic and	British Embassy Manila

Program	Client/s
Development Policy	
Leadership Strategic Management Program	Bank Ekonomi
Learning for Employee Advancement Program	Emerson
Management Development Program	Bakrie, EXL, FELDA, First Pacific Leadership Academy, Globe Telecom, FELCRA, FPLA, Holcim, IAARD, Indonesian Agency for Agricultural Research and Development, IWK, MMLDC Foundation, SM, Smart, St. Luke's Medical Center
Management Training Program	JP Morgan India
Overseas Training Program	Government of India
Practical or Strategic Innovation and Leadership Course	GlaxoSmithKline, Philippine Department of Education
Project Management Course	Philippine Department of Education
Resource Management and Control	SM Supermalls
Sales Excellence Development Program	
Strategic Leadership Development Program	Takeda
Strategic Negotiations Course	First Philippine Electric Corporation
Strategic Planning	Vivant
Study Tour	Government of India
Systems Thinking	SM, SM Supermalls
Top Management Program	ICRISAT

Development Executive Education

AIM's short programs in development management are a response to the needs of development executives, managers, and staff of development-oriented institutions in the public, private, and non-government sectors. These trainings are intensive and practitioner-oriented. They combine a variety of methods: lecture, discussion, workshops, case method, and analysis.

From July 2012 to May 2014, AIM ran the following certificate programs:

1. Project and Procurement Management Course
2. Program for Development Managers
3. Leading and Managing Change

AIM's Research Centers

Principles Addressed: Principles 4, 5, and 6

AIM has been involved in social development, public policy, and governance also through its research centers. The Institute's endowed centers create venues for AIM program participants and the general public to exchange ideas and expertise, sharpen know-how on issues of the day, recommend policies, and propose action. These activities paint a colorful dimension to the overall AIM experience while influencing the evolution of the Asian region.



Established in 1996, the AIM Policy Center (APC) is the public policy think-tank of AIM. As a contribution to the wider policy discussions and reform agenda on inclusive growth, the Center focuses its research, policy advocacy and technical assistance activities on three key themes, all of which are linked by the broader goal to strike the most effective balance between the state and markets in the promotion of social and economic goals.

In 2011, APC expanded its research to tackle the roots of inequality and how these hinder sustained reforms toward inclusive growth. In many developing and underdeveloped countries in the world, inequality in its various forms—economic, social and political—constitutes a major barrier to development. APC's initiatives are now motivated by the thesis that inclusive growth can take place only in a sustained manner if these fundamental inequalities are sufficiently addressed. The center's work is focused on three important pillars: promoting an inclusive economy, inclusive society, and inclusive democracy. Ultimately, enhanced equity in these areas could be mutually supportive, producing a self-sustaining dynamic whereby an inclusive economy empowers households to break free from poverty, an inclusive social protection system ensures citizens are protected from shocks and empowered to recover, and finally empowered voters hold their leaders accountable for these continued reforms.

In partnership with colleagues in AIM and scholars from other institutions, APC produced 16 working papers in 2013, of which three have so far been published in peer-reviewed professional and academic journals, and another four are under review. This research is underpinned by partnerships, notably with Konrad Adenauer Stiftung, United Nations Children's Fund (UNICEF), and International Development Research Center.

Research Agenda

1. Competitiveness, Competition Policy, and Industrialization Strategy

Konrad Adenauer Stiftung has been the institutional partner of APC on competition and industrial policy. APC has been intimately involved in developing and collecting competitiveness indicators for the Philippines, along with analyses, to explore and promote sustained reforms in competitiveness and competition promotion. This program is underscored by the yearly release of the World Competitiveness Yearbook in collaboration with the International Institute for Management Development.

Since 2012, a growing part of the APC’s policy work has focused on how small and medium-scale enterprises (SMEs) could more strongly contribute to high and inclusive growth. With IDRC, APC is working on a multi-country research project on SMEs in middle-income countries in Asia. In 2013, two workshops were held and attended by selected young Asian researchers and distinguished members of the advisory committee. The project culminated with the Enterprise Performance in Asia Conference in Cebu City on November 7-9, 2013. This gathering of more than 100 scholars, researchers, entrepreneurs, government officials, and development practitioners in SMEs from 22 countries successfully elicited policy messages backed by rigorous research.

2. Social Protection and Social Insurance

APC works on issues related to social protection, social budgeting, and investments (notably for children and the youth) with UNICEF. This partnership led to the conception of the Pinoy Youth Barometer Project, which concluded in December 2013 with five rounds of surveys that collected the perceptions of high school and college students nationwide on education, employment, migration, politics, and current events. On July 19, 2013, the Pinoy Youth Barometer Conference: Prospects for Education, Employment, and Migration was held in Manila. The conference presented a series of studies on policy issues in relation to the youth. With presenters and reactors from the fields of economics, sociology, and psychology, the conference provided different perspectives on the youth’s perceptions on education, employment, migration, politics, and current events.

3. Building an Inclusive Democracy in Asia

Another area is on governance and building an inclusive democracy. APC’s empirical research in this area is underpinned by the most extensive data set on political dynasties and their socio-economic correlates in the Philippines. The results of the study were presented in a conference entitled Building an Inclusive Democracy held on March 7, 2013. The event featured research presentations and insights from experts. The study produced the working paper “Political Dynasties and Poverty: Resolving the ‘Chicken or the Egg’ Question.”

Technical Assistance

To help disseminate policy research more widely, APC also extended technical assistance and presented research in various fora.

Policy Dialogues on Key Issues

From July 2012 to May 2014, the Policy Center hosted the following events:

Event	Date
2012	
Reducing Corruption will Increase Economic Freedom in the Philippines by James Roberts	19 September
Dynasties in Democracies: The Political Side of Inequality with David Yap as Guest Lecturer	31 October
Pinoy Youth Barometer Meeting with Academic Partners	17 November
37 th Federation of ASEAN Economic Associations Annual Conference	28-29 November
The Philippines, China and ASEAN: Prospects for Cooperation and	5 December

Regional Public Goods in the South China Sea	
Institutions and Economic Development Lecture by James Robinson of Harvard University	7 December
2013	
2013 SWS Survey Review	24 January
Building an Inclusive Democracy Conference	7 March
Online: 2013 World Competitiveness Rankings	30 May
Competition Policies as Instruments of Social and Economic Development: Asian Perspectives	6 June
Pinoy Youth Barometer Conference	19 July
US, China, and ASEAN: The Evolving Realities in the West Philippine Sea	4 October
2013 Enterprise Performance in Asia Conference	7-9 November
2014	
2014 SWS Survey Review	28 January
Understanding 21 st Century China: All Under Heaven?	2 April
Breaking Free from the Middle Income Country Trap: The Role of SMEs and Innovations in Governance	5 May

Working Papers

2012

1. Balancing Industrial Concentration and Competition for Economic Development in Asia
2. Devil's Excrement or Manna from Heaven? A Survey of Strategies in Natural Resource Wealth Management

2013

1. Sharing in Mining: Insights from the Philippine Case
2. When the Global Downturn hits the Youth Bulge: Challenges and Opportunities for (Female) Youth Employment and Social Advancement
3. The Impact of FDI on Child Labor: Insights from an Empirical Analysis of Sectoral FDI Data and Case Studies
4. Corruption and the Local Business Environment: Insights from SMEs in 29 Philippine Cities
5. Including Homeless Families and Children in the Social Protection System: A Brief Review of International Experience and Data on a Philippine Pilot Program
6. Micro, Small and Medium Enterprises (MSMEs) in the Philippines: What We Know and What We Don't Know
7. Does Mining FDI Crowd In or Crowd Out Other Investments? A Cross – Country Investigation of FDI Intersectoral Linkages
8. Grease or Sand in the Wheels of Commerce? Firm Level Evidence on Corruption and SMEs
9. Governance and Market Failures in Mining: Lessons from the Marcopper Mine Disaster in Marinduque, Philippines

2014

1. The 2013 Philippine Mid-Term Election: An Empirical Analysis of Dynasties, Vote Buying and the Correlates of Senate Votes
2. Location choice and spatial externalities among MSMEs in the Philippines

3. Why do Asian firms say that their governments are corrupt: Assessing the impact of firm-level characteristics on corruption perceptions
4. Corporate Political Activities and Firm Growth in Emerging Economies
5. Monetary and Fiscal Policy Regimes and Firm Innovation in Transition Economies and the Residual Factors Explaining the Gap in Firm Innovation in Central Asian Economies
6. Institutional factors create additional glass ceilings: Evidence from female owned South-Asian SME's access to external financing
7. Does Immigration Promote Innovation in Developing Countries? Evidence from Thai Manufacturers
8. Barriers to Growth among Informal Sector Enterprises in India
9. Manufacturing Firm Survival and Growth in Vietnam: Explaining Vietnam's 'Missing' SMEs
10. Small and Medium Enterprises under the Global Economic Crisis: Evidence from Indonesia.



FAR EAST BANK AND TRUST COMPANY

ASIAN INSTITUTE OF MANAGEMENT
 GOV. JOSE B. FERNANDEZ, JR.

CENTER FOR BANKING AND FINANCE

The Gov. Jose B. Fernandez Jr. Center for Banking and Finance collaborates with the academe, civil society, banking and financial services industry, and regulating agencies to attain the vision of the late Central Bank Governor Fernandez for a more efficient and stable financial system.

The Center has the following objectives:

- To conduct research on policy issues affecting the banking industry and other allied services in the financial and capital markets in the Philippines and the Asia-Pacific region
- To train and develop competent managers for the banking and financial services industries in the region
- To promote the forging of beneficial business alliances in the region, and
- To provide a forum for the discussion of important issues affecting the banking and finance sectors.

Following is a list of the Center's programs from July 2012 to May 2014 related to values and sustainability.

Regular Programs

1. **Intercollegiate Finance Competition.** The competition promotes undergraduate math/finance proficiency for students of 90 participating colleges and universities throughout the Philippines and four from outside the Philippines. The project started in 2002.
2. **Risk Management Forum.** In cooperation with the Professional Risk Managers' International Association, the Center has been organizing this forum since 2004, featuring international and Manila-based risk management experts as resource persons.

Special Programs and Events

1. **Teaching Finance Teachers Program.** The training was to upgrade the standards of the finance curriculum and the teaching of finance subjects.

2. **Core Credit Training for Rural Banks, Thrift Banks, and Other Credit Officers.** The course was designed in recognition of the importance of the SME sector to the economy, and with the objective of contributing to the institutional capacity of financial institutions, particularly banks, in credit evaluation.



AIM

RAMON V. DEL ROSARIO, SR.
CENTER FOR CORPORATE
SOCIAL RESPONSIBILITY

Launched in 2000, the Ramon V. del Rosario Sr. Center for Corporate Social Responsibility is one of the first research centers in Asia concentrating on corporate responsibility issues. It focuses on corporate citizenship relative to the competitiveness of corporations and their impact on society.

Vision, Mission, and Objective

Vision: To become the leading research and networking authority in the area of CSR, recognized by the business communities in the Philippines and in the region.

Mission: To manage, integrate, and lead the development of corporate statesmanship and corporate citizenship in relation to the competitiveness of corporations and their impact on society.

Objective: To design and run scholarly research, robust surveys, and CSR programs involving cases and papers on a company, industry and sectoral basis.

The Center's challenges are (1) to identify and promote the optimal fit between complex societal issues and corporate competencies, and (2) to develop products and provide services that address pressing societal needs while creating value to all stakeholders.

The Center's activities include case writing, research, program development, executive education training, and local and regional conferences. Following is a list of the Center's programs and projects from July 2012 to May 2014.

1. **Annual Asian Forum on Corporate Social Responsibility (AFCSR)**

The AFCSR is the largest conference on CSR in Asia, while the Asian CSR Awards is the first of its kind in the region to recognize exceptional CSR programs. Over the years, the AFCSR has been held in Bali, Bangkok, Ho Chi Minh, Jakarta, Kuala Lumpur, Manila, and Singapore. The 2012 AFCSR focused on Innovative Approaches to Create Value for Business and Society. The theme of the 2013 AFCSR was CSR and the Challenges of Inclusive Growth: The Role of Social Innovation in Creating Lasting Impact. For 2014, AFCSR is focusing on Building Resilient Communities: How Business, Government and Social Enterprises can Work Together.

2. **Asian CSR Awards and Intel-Asian Corporate Responsibility Awards**

Since 2003, the Asian CSR Awards program has recognized and honored Asian organizations for embodying the principles of corporate responsibility in their business philosophy and operations. Awards are given for programs that achieve excellence in terms of services to stakeholders and innovative sustainable solutions to pressing social challenges. Awardees should demonstrate the

company's leadership, sincerity, and ongoing commitment to incorporate ethical values, compliance with legal requirements, respect for individuals, involvement in communities, and protection of environment into the way they do business.

Starting 2007, the Intel-Asian Corporate Responsibility Award (IACRA) has recognized companies in Asia which have embedded CSR into their operations and integrated CSR into their business. IACRA winners have made CSR an integral part of the way they do business and have implemented CSR projects or programs that have a significant impact and are sustainable in all appropriate areas of operations.

3. Capacity-Building of Mining Stakeholders in APEC Economies on CSR: Train the Trainers Program

The program enhances the APEC member economy participant's ability to evaluate and manage CSR in all of the different stages of mining operations: pre-exploration, exploration, operations/extraction, and decommissioning and rehabilitation.

4. Global Network for Corporate Citizenship Biannual Workshop

5. Co-Creating the Future: Mobilizing Multi-Stakeholder Partnerships

The program gave an overview of a multi-sectoral, collaborative, systematic approach to assessing and generating approaches for addressing community concerns. It will serve as a learning laboratory for creating a multi-stakeholder platform for developing a shared vision and implementing and evaluating a common plan towards achieving shared objectives.

Publications from June 2012 to May 2014

Year	Type	Title	Author
2012	Occasional Paper	Developing an Integrated BOP Engagement Strategy	Herrera and Alarilla
	Occasional Paper	Social Innovation: Business Invention and Social Solutions (2012)	Herrera and Alarilla
	Case Study	Chevron Geothermal Philippines Holdings Inc.: Developing a Sustainable Business and Community in Albay	De Jesus and Roman
	Reading	Models of Social License to Operate and Case Studies	De Jesus and Roman
	Program/Survey	Assessing the state of CSR in Trans-Asia	
	Book Chapter (for Publication)	Linking the Supply Chain of Larger Firms with Small and Medium Scale Enterprises: An Example of Strategic Corporate Social Responsibility	
	Report	State of CSR in Thailand with Examples (1st Series of Executive Conversations)	
2013	Book	Towards Strategic CSR - Aligning CSR with the Business and Embedding CSR into the Organization: A Manual for Practitioners (2013 ed)	Herrera, et al
	Guidebook	Corporate Social Responsibility in Mining for APEC Economies: Trainers Guidebook	Herrera, et al

Year	Type	Title	Author
	Guidebook	Corporate Social Responsibility in Mining for APEC Economies: Participant's Casebook	Herrera, et al
	Occasional Paper	State of CSR in Indonesia	
	Paper	CSR and Inclusive Growth: Social Innovation, Social Entrepreneurship and Multi-Sector Cooperation as a Path for Building an Ecosystem for Inclusion	Herrera



The Team Energy Center for Bridging Leadership was established in 2004. Its vision is A Society Without Divides. Its mission is to develop leaders who will address and diminish societal divides in Mindanao, the Philippines, and the Asian region.

The Center has been performing its mission of developing leaders primarily through the cultivation, in both theory and practice, of the Bridging Leadership Framework as an appropriate and effective leadership style for addressing societal divides. The Center has conducted more than 70 Bridging Leadership training programs for various sectors; conducted 20 public lectures for development managers; and facilitated five consultative meetings to sustain the collaborative processes for the various Bridging Leadership programs conducted. Approximately 2,200 individuals have participated in the Bridging Leadership endeavors, including top and mid-level managers and leaders in various institutions in the public sphere such as local government units, government line agencies, the military, civil society, and international aid institutions.

Programs

1. Mindanao Bridging Leaders Program
2. When Angry Publics Collide: Changing Business Practices in Conflict-Sensitive Areas Course (with International Alert and Zuellig School of Development Management)
3. Leading with Impact: Bridging Innovations elective for MBA
4. Conflict-Sensitive Leadership and Governance Workshop, Myanmar (with International Alert)
5. Co-Creating the Future: Mobilizing Multi-stakeholder Partnerships.

Publications

1. **Co-Creating a Company's Compelling Future: Stakeholder Collaboration and Bridging Leadership**

This paper is motivated by the unique and pressing problems of the 21st century such as persistence of poverty, social inequality, degradation of the environment, and political and financial crises, among others. These problems are highly complex, and no single institution or organization can address them. There is a need for Bridging Leadership, for a new breed of leaders who look at social problems as linked to business success, work collaboratively with other

stakeholders, and find innovative solutions. This shift from a bilateral, transactional, and organization-focused approach to a collaborative, multi-stakeholder, network-focused approach yields benefits like better employee retention and higher sales growth to companies.

2. **Mixing Vinegar for Peace in Co-Creating Peace in Conflict-Affected Areas in Muslim Mindanao: Stories of Mindanao Bridging Leaders (Volume I)**

The story of Maria Luz Go exemplifies how cultivating a community enterprise can serve as an alternative approach to sustaining peace and solidarity among people of different ethnic and religious backgrounds. Through a vinegar-making project, Luz Go was able to create a venue where Christians, Muslims, and the B'laan tribe of in Koronadal City, South Cotabato can combine their resources to increase the income of the community, while building trust among one another.



RAMON V. DEL ROSARIO SR. - C.V. STARR
CENTER FOR CORPORATE GOVERNANCE

The Ramon V. del Rosario Sr.-C.V. 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. To this end, the Center's work takes an interdisciplinary approach that includes

- In-depth research on issues relating to corporate governance, with a focus on Asian companies
- Organizing conferences, seminars, and roundtable discussions designed to expand and deepen the level of understanding in the business community of corporate governance issues generally and those unique to Asia
- Engaging with local government agencies and stock exchanges in Asia in developing and implementing corporate governance policies.

Between July 2012 and May 2014, the Center conducted these events and research initiatives:

Publications

1. Working Paper on A Framework to Promote Good Governance in Healthcare

This paper gives an overview of the corruption and ethical dilemmas in the Philippine healthcare system, and a framework of strategies and solutions to promote good governance in the health sector. In its complexity, the Philippine healthcare system is full of vulnerable areas for corruption. As such, inefficiencies affect both the delivery and cost of healthcare. The key to combat this dilemma is to ensure transparency, create accountability, and improve governance in the health sector.

The contents of this paper are limited to the results of the two Good Governance in Health fora that the AIM Zuellig Center for Asian Business Transformation and the Hills Program on Governance of the Center for Corporate Governance jointly conducted on May 10, 2011 and March 26, 2012. The first forum focused on mapping corruption cases and ethical dilemmas in healthcare, while the second forum involved the formulation of solutions and identification of best practices in response to the cases. This working paper, completed in July 2013, serves as the output of these activities.

2. Collective Action Against Corruption: Business and Anti-Corruption Initiative in ASEAN Booklet

The Hills Program on Governance implemented the project Collective Action: Anti-Corruption in Business Initiative in ASEAN from February 3 until April 30, 2014. It profiled ongoing anti-corruption initiatives focusing on collective action of the ASEAN region, specifically Thailand, Indonesia, Malaysia, and Philippines. It also included international frameworks that were used with regard to the initiatives and collated a directory of contacts of anti-corruption initiatives. The booklet is set to be published in May 2014.

Conferences

1. SMEs as a Major Force in Promoting Integrity and Accountability in Business

The Hills Program organized this national conference on July 26, 2012. The conference, the first of its kind in the Philippines, was part of the Hills Program's Promoting Integrity and Accountability in Business project.

The conference gathered approximately 370 owners and managers of SMEs, government officials, academics, and media representatives. It provided a forum for the exchange of ideas on developing an enabling environment for SMEs to operate their businesses with integrity and accountability.

Topics included Corruption as an Impediment to Development; Taking on the Challenge of Operating a Business without Corruption; Addressing Corruption Vulnerabilities in Procurement; Finding Common Ground with the BIR; Streamlining Processes for Business Permits and Licenses; Reforming the Bureau of Customs; and Doing Business with Integrity.

2. Briefing on the Mindanao Peace Process

On October 16, 2012, the Hills Program, with The Asia Foundation, organized this event to discuss key issues surrounding the framework agreement recently entered into by the Government of the Philippines and the Moro Islamic Liberation Front.

3. Building the Brand: Tools for SMEs to Connect to Global Markets

The Hills Program and the US-ASEAN Business Council organized this workshop for SMEs on November 12, 2012. It brought together representatives of multinational companies and local experts to share best practices and give practical guidance to SMEs on how to integrate themselves into world markets.

4. Forum on Corruption and Development (How Anti-Corruption Can be Integrated into Development Measures to Ensure Sustainable Development and Inclusive Growth)

The Hills Program held this forum on May 30, 2013 in partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Office of the Ombudsman. Ombudsman Conchita Carpio Morales delivered the keynote address titled Corruption and Anti-Corruption Efforts in the Philippines – 25 Years of the Office of the Ombudsman.

The conference included two panel discussions: (1) Anti-Corruption and Integrity – A Government and Development Partners’ Perspective, and (2) Anti-Corruption and Integrity – A Civil Society and Business Perspective.

5. The Essentials of Fighting Corruption

On 14 November 2013, the Hills Program, in partnership with The Asia Foundation and the Office of the Ombudsman, held a luncheon roundtable with Mr. Bertrand de Speville, former commissioner of the Independent Commission Against Corruption of Hong Kong. He emphasized the things needed for the fight against corruption, which are (1) the will to win, (2) our values in law, (3) a fight plan, (4) the plan in action, (5) people power, (6) resources, and (7) staying power.



The Dr. Stephen Zuellig Center for Asian Business Transformation was established in May 2010 in recognition of Dr. Zuellig’s leadership and commitment to the development of an Asian multinational enterprise and profitable market leadership positions for their multinational principals. The Center is envisioned to contribute to the development and continued improvement of homegrown Asian industries as they develop from local to regional to globally competitive businesses. As an initial focus, the Center shall look into research issues faced by the pharmaceutical industry in ASEAN as it responds to environmental and market challenges in improving the health and well-being of the developing countries in the region.

From July 2012 to June 2014, the Center embarked on the following events and programs.

Dialogues and Fora

1. Annual MeTA Forum

MeTA (Medicine Transparency Alliance) Philippines, in collaboration with the Zuellig Center and the Pharmaceutical and Healthcare Association of the Philippines, held its annual forum on February 11-12, 2014 with the theme Multistakeholder Collaboration in Promoting Transparency and Ethics in Healthcare. The forum identified a number of innovative projects that would further advocacies for responsible business practices in the pharmaceutical sector, effective regulation of medicines promotion, and good governance in healthcare.

2. Health Technology Assessment (HTA) across Asia: An HTA Symposium

The Center, in partnership with the ISPOR Philippine Chapter, conducted an HTA Symposium on October 3, 2013 to provide an overview of HTA key principles and to present the Philippine and Asian HTA landscape. Four international experts came from Taiwan, China, Indonesia, and the United States.

3. **International Society for Pharmacoeconomics and Outcomes Research (ISPOR) 19th Health Technology Assessment Round Table Discussion: HTA in Asia**

The Center hosted the annual ISPOR HTA Roundtable on October 4-5, 2013. The goal of the event was to provide a platform for health technology assessors and healthcare decision-makers to exchange information that is important for evidence-based health policy making and implementation in Asia.

4. **Health for All Takes AIM: A Dialogue with Ramon Magsaysay Awardee Dr. Ernesto Domingo**

This dialogue on August 29, 2013 provided a venue for students, academicians, health professionals, civil society organizations, and both the private and government sectors to be inspired and learn from Dr. Domingo, and how his pursuit of leadership and the betterment of the Philippine healthcare system have earned him the Ramon Magsaysay Award.

5. **Policy Dialogue on Universal Health Care (UHC) and Access to Medicines**

The Department of Health, along with its attached agencies and the Zuellig Center, held a UHC policy dialogue on July 25-26, 2013. The dialogue became a platform to identify gaps, brainstorm ideas, and provide possible solutions in ensuring universal access to medicine in the Philippines. It also presented a pharmaceutical landscape of the country, allowed appreciation of the value of access to medicine as a component of UHC, and ultimately promoted a government-community approach in achieving UHC.

6. **Health Innovations Business Talk Series: Advancing Healthcare Innovations through Inclusive Business Investment**

The Center, in partnership with ACCESS Health International, is conducting a series of talks that tackle health innovation and business. The first session was held on March 7, 2014, with the aim of assisting the participants to learn more about the healthcare industry in terms of scaling up innovations, understanding the need for impact investment for scaling-up, the role of the public and private sectors, and providing the opportunity to share and gain insights on how impact investment be leveraged for advancing innovation.

Trainings

1. **HTA in the context of Pharmacoeconomics and Health Financing: An Appreciation Course**

The Center conducted a customized HTA appreciation course for technical staff of the Philippine Health Insurance Corporation on May 27-31, 2013.

2. **Training on Knowledge Management, Value Chain, and Product Typology**

The Center conducted this training on October 13 and 20, 2012, to capacitate the different Department of Science and Technology research councils with essential theories to promote operational efficiencies in their processes.

Publications and Cases

1. A Framework to Promote Good Governance in Healthcare

2. Behind the White Coats: Five Cases on Health Care Inefficiencies in the Philippines 2010-2011

Other Initiatives

Health System Shapers Project Launch

On June 19, 2014, the Department of Health, in collaboration with the Center and other groups, launched the Health System Shapers Project, an advocacy campaign engaging various health-related sectors to discuss their roles in the healthcare system, especially in the attainment of universal healthcare.



The Dr. Andrew L. Tan Center for Tourism was established on February 16, 2012 by the Megaworld Foundation. It is envisioned to develop and deliver high-quality information and professional education in tourism management. The Center has the following objectives:

- To undertake interdisciplinary research in tourism and to disseminate findings to the academic, governmental, and private sector communities
- To provide relevant courses through continuing education and executive programs
- 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
- To confer tourism awards and screen best practices within the tourism industry.

The Andrew L. Tan Center for Tourism is the first research center that aims to promote the competitiveness and sustainable development of Philippine tourism. It is exploring these research topics: heritage tourism, sustainable tourism, and community-based tourism.

From January 2012 to June 2014, the Center conducted these events and research initiatives:

Events

1. The Intramuros Administration Footprints: Building Strategic Partnerships for Business and the Community
2. Tourism is Everybody's Business: A Public Presentation on the National Tourism Development Plan of the Department of Tourism
3. A Strategic Framework for Park Tourism: The Rizal Park Model National Parks
4. Leaderspeak: ASEAN Tourism Integration
5. Emerging Trends in Digital Travel and Its Impact on Tourism Buyer Behavior
6. Nurturing Cultural Heritage Tourism in the Philippines
7. Tourism Meets Technology: Beyond ASEAN Borders.

Case Studies

1. Puerto Princesa Dolphin Watching Program
2. Bacungan River Cruise Project
3. The Eco Academy: Managing Change and Transition

Publications

1. Sustainable Tourism Development in Heritage Sites: The Case of Borobudur Temple
2. Transforming Protected Areas into Effective and Sustainable Ecotourism Destinations: Lessons from the Ground
3. It's More Fun in the Philippines – Country Campaign: the Philippines.

AIM's Research Initiatives

Principles Addressed: 3 and 4

Like its programs, AIM research focuses on the nexus between business and development in Asia. Listed below are some of the Institute's research outputs and publications in the past 18 months related to sustainable social, environmental, and economic value.

A. AIM Working Paper Series

Business and Development Research, otherwise known as the AIM Working Paper Series, disseminates work-in-progress research papers to encourage the exchange of ideas about business and development issues.

1. Decomposing the Public-Private Wage Gap for Nurses in the Philippines by Prof. Jamil Paolo Francisco and Prof. Federico M. Macaranas
2. The 2013 Philippine Mid-Term Election: An Empirical Analysis of Dynasties, Vote Buying and the Correlates of Senate Votes by Prof. Ronald Mendoza, Prof. Mario Antonio G. Lopez, Tristan A. Canare, and David Barua Yap II
3. Location Choice and Spatial Externalities among MSMEs in the Philippines by Michael Abrigo and Kris Francisco
4. Why Do Asian Firms Say that Their Governments are Corrupt: Assessing the impact of firm-level characteristics on corruption perceptions by Roberto Martin Galang, Rouselle Lavado, and Gabriel Angelo B. Domingo
5. Corporate Political Activities and Firm Growth in Emerging Economies by Jiangyong Lu and Seong-jin Choi
6. Informal Self-Employment in Kazakhstan by Altay Mussurov and G. Reza Arabsheibani
7. Monetary and Fiscal Policy Regimes and Firm Innovation in Transition Economies and the Residual Factors Explaining the Gap in Firm Innovation in Central Asian Economies by Zafar Nazarov and Alisher Akhmedjonov
8. Institutional Factors Create Additional Glass Ceilings: Evidence from female owned South-Asian SME's access to external financing by Nirosha Wellalage, Geeta Dupati, and Fitriya Fauzi
9. Does Immigration Promote Innovation in Developing Countries? Evidence from Thai Manufacturers by Piriya Pholphirul and Pungpond Rukumnuaykit
10. Barriers to Growth among Informal Sector Enterprises in India by Subash Sasidharan and Rajesh Raj S N
11. Manufacturing Firm Survival and Growth in Vietnam: Explaining Vietnam's 'Missing' SMEs by Trung Dang Le and Paul Shaffer
12. Small and Medium Enterprises under the Global Economic Crisis: Evidence from Indonesia by Gaku Funabashi
13. Education Choices and Migration Prospects among Youth in the Philippines by Prof. Ronald Mendoza, David Yap II, and Gladys M. Navarro
14. Asian Public-Private Partnerships: An Overview of Trends and Innovations by Prof. Manuel De Vera, Philamer Torio, Michael Timbang, and Charles Siriban
15. Revenue Sharing in Mining: Insights from the Philippine Case by Prof. Ronald Mendoza and Tristan Canare

16. When the Global Downturn hits the Youth Bulge: Challenges and Opportunities for (Female) Youth Employment and Social Advancement by Prof. Ronald Mendoza, Maria Koramecki, and Sheila Murthy
17. Strategies to Promote Stronger Technology Spillovers from Trade and Investments: Tapping Production Networks, Promoting Services and Linking SMEs by Ronald Mendoza and Ailyn Lau
18. The Impact of FDI on Child Labor Insights from an Empirical Analysis of Sectoral FDI Data and Case Studies by Prof. Ronald Mendoza, Nadia Doytch and Nina Thelen
19. Social Innovation: Business Invention and Social Solutions by Prof. Maria Elena Herrera, and Maria Cristina Alarilla
20. Developing an Integrated BOP Engagement Strategy by Prof. Maria Elena Herrera, and Maria Cristina Alarilla
21. Entrepreneurship and Innovation Initiatives among Asian Multinationals: A Cross-Country Analysis by Prof. Victoria Licuanan, Prof. James P. Neelankavil, and Kaushik Sengupta
22. Personality Type Preferences of Asian Managers: A Cross-Country Analysis Using the MBTI Instrument by Prof. Ricardo Lim, Prof. Gloria M. De Guzman, Prof. James Neelankavil, and Boonghee Yoo
23. The Evolution of Development Concerns in Public Sector Projects: From Simplicity to Complexity with What Impacts? by Prof. Nihal Amerasinghe and Brenda B. Furagganan
24. Re-engineering Philippine Health Care: Can We Afford to Muddle Along? By Prof. Kenneth Hartigan-Go
25. Corporate Social Responsibility Frameworks by Prof. Francisco Roman, Kristin De Jesus, and Joan Chua
26. Opportunities and Challenges in Managing Protected Areas of the Philippines by Prof. Benjamin C. Bagadion, and Ma. Edna A. Soriano
27. Best Practices in CSR: German Firms in the Philippines and Thailand-based Companies by Prof. Francisco Roman, and Joan Chua
28. Corruption and the Local Business Environment: Insights from SMEs in 29 Philippine Cities by Prof. Ronald Mendoza, and Joel Bancolita
29. Political Dynasties and Poverty: Resolving the “Chicken or the Egg” Question by Prof. Ronald Mendoza, Edsel Beja Jr., Victor Venida, David Yap II
30. Including Homeless Families and Children in the Social Protection System: A Brief Review of International Experience and Data on a Philippine Pilot Program by Prof. Ronald Mendoza, David Yap II, and Chrys Pablo
31. Will Access to Information on Political Dynasties Alter Voting Behavior? Evidence from a Philippine Youth Voting Experiment by Tristan Canare, by Prof. Ronald Mendoza, and Gladys Navarro
32. Regional Public Goods in the Blue Economy: Lessons from 14 Cases of International Cooperation by Prof. Ronald Mendoza, and Charles Siriban
33. A Framework to Promote Good Governance in Healthcare by Prof. Kenneth Y. Hartigan-Go, Marian Theresa Valera and Mary Kris N. Visperas
34. Micro, Small and Medium Enterprises (MSMEs) in the Philippines: What We Know and What We Don't Know by Steve Almeda, and Ivyrose Baysic-Pobre
35. The Partnership between Government and the IT-BPO Industry in their Quest for Inclusive Growth in the Philippines by Prof. Robert Keitel, Melissa Ledesma
36. Transforming Protected Areas Into Effective And Sustainable Ecotourism Destinations: Lessons From The Ground by Prof. Benjamin Bagadion, and Nerissa Del Fierro-Juan
37. Does Mining FDI Crowd In or Crowd Out Other Investments? A Cross – Country Investigation of FDI Intersectoral Linkages by Prof. Ronald Mendoza, Charles Siriban, and Nadia Doytch

38. Grease or Sand in the Wheels of Commerce? Firm Level Evidence on Corruption and SMEs by Prof. Ronald Mendoza, Prof. Ricardo Lim, and Anne Beline Ong Lopez
39. Governance and Market Failures in Mining: Lessons from the Marcopper Mine Disaster in Marinduque, Philippines by Prof. Ronald Mendoza, Tristan Canare, and John Lindon
40. Arrested Development? An Empirical Analysis of Education Choices and Migration Intentions by Prof. Ronald Mendoza, David Yap II, Charles Siriban, and Beatrice Tanjangco
41. Co-construction of Experiences During Co-creation: A Conceptual Framework and A Research Agenda by Prof. Anand Agrawal, PhD
42. Balancing Industrial Concentration and Competition for Economic Development in Asia by Prof. Ronald Mendoza, Lai-Lynn Barcenas, and Padmini Mahurkar.

B. Other Faculty Publications

Faculty	Title	Type of Publication
June-December 2012		
Matthew Escobido	Product Interactions and Industry Shakeout	Article, <i>International Journal of Modern Physics: Conference Series</i>
	Fractional path integration for growth dynamics and scaling behavior in complex system	Article, <i>International Journal of Modern Physics: Conference Series</i> (November 2012)
Kenneth Hartigan-Go	Challenges to Drug Risk Communications in the Philippines	Article, <i>Drug Safety</i> (November 2012)
Maya Herrera	Outcomes-based Risk-sharing Schemes: Is There a Potential Role in the Asia-Pacific Markets?	Article, <i>Health Outcomes Research in Medicine</i> (November 2012)
Song Kyoo Kim	Concept Design based on Substance-Field Model in Theory of Inventive Problem Solving	Article, <i>International Journal of Innovation, Management and Technology</i> (August 2012)
	Advanced Software Protection Architecture by Using Systematic Innovation Method	Article, <i>International Journal of Engineering and Technology</i> (October 2012)
	<i>Innovative Service Design Workbook: Five Step Process and TRIZ Tools for Service Designers</i>	Book (November 2012)
Ronald Mendoza	The Economic Competitiveness of Countries: A Principal Factors Approach	Article, <i>International Journal of Economics and Finance</i> (October 2012)
	Inequality in democracy: Insights from an empirical analysis of political dynasties in the 15th Philippine Congress	Article, <i>Philippine Political Science Journal</i> (November 2012)
	Snapshot of Non-inclusive Growth: Evidence from Philippine Employment Trends in 2001-2009	Article, <i>Modern Economy</i> (November 2012)
Fernando Roxas	Identifying, developing, and moving sustainable communities through renewable energy	Article, <i>World Journal of Science, Technology and Sustainable Development</i>
Savita Shankar	The contextualist turn and schematics of institutional fit: Theory and a case study from Southern India	Article, <i>Policy Sciences Journal</i> (September 2012)

Faculty	Title	Type of Publication
January-May 2013		
Horacio Borromeo	Enabling Organizational Change – Leadership, Commitment to Change and the Mediating Role of Change Readiness	Article, <i>Journal of Business Economics and Management</i> (May 2013)
Ronald Mendoza	Public Spending, Governance and Child Health Outcomes: Revisiting the Links	Article, <i>Journal of Human Development and Capabilities: A Multi-Disciplinary Journal for People-Centered Development</i> (March 2013)
Song Kyoo Kim	Stochastic Design of Enhanced Network Management Architecture and Algorithmic Implementations	Article, <i>American Journal of Operations Research</i> (January 2013)
	Analytic Hierarchy Process Expansion for Innovation Performance Measurement Framework	Article, <i>Journal of Engineering</i> (February 2013)
	Enhanced General Framework for User Experience Design based on Systematic Innovation	Article, <i>International Journal of Social Science and Humanity</i> (March 2013)
	Enhanced Helipad Design for Safety Redundancy by Using Systematic Innovations	Article, <i>International Journal of Innovation, Management and Technology</i> (April 2013)
Francisco Roman	Mekong Delta Countries: Growth Prospects and the Critical Variables that would help these Countries to Achieve Sustained Economic Growth	Article, <i>Economic Affairs</i> (May 2013)
Savita Shankar	Financial Inclusion in India: Do Microfinance Institutions Address Access Barriers?	Article, <i>Journal of Entrepreneurship Perspectives</i> (February 2013)
July-December 2013		
Victoria Licuanan	Entrepreneurship and Innovation Initiatives among Asian Multinationals: A Cross-Country Analysis	Article, <i>International Journal of Commerce and Management</i>
Ronald Mendoza	Revenue Sharing in Mining: Insights from the Philippine Case	Article, <i>Modern Economy</i> (August 2013)
	Balancing Industrial Concentration and Competition for Economic Development in Asia: Insights from South Korea, China, India, Indonesia and the Philippines	Article, <i>Journal of Reviews on Global Economics</i>
	Regional Public Goods in the Blue Economy: Synthesis of Lessons from 14 Cases of International Cooperation	Article, <i>Journal of Asian Business</i>
	Promoting Technology Spillovers from Trade and Investments	Article, <i>International Journal of Development Issues</i>
Song Kyoo Kim	New Process Design by Using Innovative Six-sigma Expansion Approach	Article, <i>International Journal of e-Education, e-Business, e-Management and e-Learning</i>

Faculty	Title	Type of Publication
		(August 2013)
	Innovative New Product Development Practice by Using Systematic Innovations	Article, <i>International Journal of Innovation, Management and Technology</i> (August 2013)
	Lean Practice Case for Improving Service Operations of Donuts Company	Article, <i>Journal of Service Science and Management</i>
	Systematic Innovation Based Design of Energy Efficient House Cooling System	Article, <i>International Journal of Environmental Science and Development</i>
	General Framework Design for Management of Technology Evolution	Article, <i>Journal of High Technology Management Research</i>
	Cloud Server Management Method with Random Remote Backups	Article, <i>Journal of Advances in Computer Networks</i>
January-May 2014		
Jamil Paolo Francisco	Why households buy bottled water: a survey of household perceptions in the Philippines	Article, <i>International Journal of Consumer Studies</i>
Jacinto Gavino, Jr.	Leadership Framework: A Preliminary Qualitative Research Using the Critical Incident Method	Article, <i>World Review of Business Research</i>
Robert Keitel	The partnership between government and the IT-BPO Industry in their quest for inclusive growth in the Philippines	Article, <i>International Journal of Development and Sustainability</i>
Song Kyoo Kim	Connection Manager Design by Using Systematic Innovation Method	Article, <i>Journal of Advances in Computer Networks</i>
Ricardo Lim	Innovativeness of Consumers in the Adoption of Mobile Technology in the Philippines	Article, <i>International Journal of Economics, Commerce and Management</i>
Ronald Mendoza	Devil's Excrement or Manna from Heaven? A Survey of Strategies in Natural Resource Wealth Management	Article, <i>International Journal of Development Issues</i>
Rufo Mendoza	Perceived Gains and Pains of Accreditation in Philippine Public Accountancy Practice	Article, <i>International Journal of Accountancy Research</i>
	Constraints in Public Environmental Expenditure Analysis in Philippine Government	Article, <i>International Journal of Accountancy Research</i>
Veicheng Yu	Positive externality of analyst coverage upon audit services: evidence from China	Article, <i>Asia-Pacific Journal of Accounting & Economics</i>

C. AIM Policy Center Research and Publications

1. The 2013 Philippine Mid-Term Election: An Empirical Analysis of Dynasties, Vote Buying and the Correlates of Senate Votes
2. Location choice and spatial externalities among MSMEs in the Philippines

3. Why do Asian firms say that their governments are corrupt: Assessing the impact of firm-level characteristics on corruption perceptions
4. Corporate Political Activities and Firm Growth in Emerging Economies
5. Monetary and Fiscal Policy Regimes and Firm Innovation in Transition Economies and the Residual Factors Explaining the Gap in Firm Innovation in Central Asian Economies
6. Institutional factors create additional glass ceilings: Evidence from female owned South-Asian SME's access to external financing
7. Does Immigration Promote Innovation in Developing Countries? Evidence from Thai Manufacturers
8. Barriers to Growth among Informal Sector Enterprises in India
9. Manufacturing Firm Survival and Growth in Vietnam: Explaining Vietnam's 'Missing' SMEs
10. Small and Medium Enterprises under the Global Economic Crisis: Evidence from Indonesia
11. Sharing in Mining: Insights from the Philippine Case
12. When the Global Downturn hits the Youth Bulge: Challenges and Opportunities for (Female) Youth Employment and Social Advancement
13. The Impact of FDI on Child Labor Insights from an Empirical Analysis of Sectoral FDI Data and Case Studies
14. Corruption and the Local Business Environment: Insights from SMEs in 29 Philippine Cities
15. Including Homeless Families and Children in the Social Protection System: A Brief Review of International Experience and Data on a Philippine Pilot Program
16. Micro, Small and Medium Enterprises (MSMEs) in the Philippines: What We Know and What We Don't Know
17. Does Mining FDI Crowd In or Crowd Out Other Investments? A Cross – Country Investigation of FDI Intersectoral Linkages
18. Grease or Sand in the Wheels of Commerce? Firm Level Evidence on Corruption and SMEs
19. Governance and Market Failures in Mining: Lessons from the Marcopper Mine Disaster in Marinduque, Philippines
20. Balancing Industrial Concentration and Competition for Economic Development in Asia
21. Devil's Excrement or Manna from Heaven? A Survey of Strategies in Natural Resource Wealth Management

D. Ramon V. del Rosario Sr. Center for CSR Research and Publications

1. CSR and Inclusive Growth: Social Innovation, Social Entrepreneurship, and Multi-Sector Cooperation as Path for Building an Ecosystem for Inclusion
2. State of CSR in Indonesia
3. Corporate Social Responsibility in Mining for APEC Economies: Trainers Guidebook
4. Corporate Social Responsibility in Mining for APEC Economies: Participant's Casebook
5. Towards Strategic CSR – Aligning CSR with the Business and Embedding CSR into the Organization: A Manual for Practitioners (2013 ed)
6. State of CSR in Thailand with Examples (1st Series of Executive Conversations)
7. Linking the Supply Chain of Larger Firms with Small and Medium Scale Enterprises: An Example of Strategic Corporate Social Responsibility
8. Assessing the State of CSR in Trans-Asia
9. Models of Social License to Operate and Case Studies
10. Chevron Geothermal Philippines Holdings Inc.: Developing a Sustainable Business Community in Albay
11. Social Innovation: Business Invention and Social Solutions
12. Developing an Integrated BOP Engagement Strategy

E. TeaM Energy Center for Bridging Leadership Publications

1. Co-Creating a Company's Compelling Future: Stakeholder Collaboration and Bridging Leadership
2. Co-Creating Peace in Conflict-Afflicted Areas in Muslim Mindanao: Stories of Mindanao Bridging Leaders (Volume I)

F. Ramon V. del Rosario Sr.-CV Starr Center Publication

1. Working Paper on A Framework to Promote Good Governance in Healthcare
2. Collective Action Against Corruption: Business and Anti-Corruption Initiative in ASEAN Booklet

G. Dr. Stephen Zuellig Center for Asian Business Transformation

1. A Framework to Promote Good Governance in Healthcare
2. Behind the White Coats: Five cases on Health Care Inefficiencies in the Philippines 2010 - 2011

H. Dr. Andrew L. Tan Center for Tourism

1. Sustainable Tourism Development in Heritage Sites: The Case of Borobudur Temple
2. Transforming Protected Areas Into Effective and Sustainable Ecotourism Destinations: Lessons from the Ground
3. It's More Fun in the Philippines – Country Campaign: the Philippines.

Partnerships and Alliances

Principles Addressed: 5 and 6

AIM strives to fulfill its responsibilities by engaging in activities that contribute to the growth of Asia's societies. Its relationships, linkages, and outreach to the corporate and development world are fundamental to the design and enhancement of its programs and activities.

A. Academic Alliances

AIM has alliances with more than 40 educational institutions in Asia, Australia, Europe, Latin America, and the USA. Under the International Student Exchange Program, high-performing MBA students can choose to study in any of 33 MBA partner business schools in Europe, Asia, Australia, and the Americas. AIM also collaborated with Innovations for Poverty Action at Yale in developing the MBA elective SME Consulting.

B. Alliances with Academic Associations and Organizations

AIM is a founding member of the Association of Asia-Pacific Business Schools and a member of the Association to Advance Collegiate Schools of Business, European Foundation for Management Development, Global Business School Network, Global Network for Advanced Management, International Management Development Network, International University Consortium for Executive Education, Pacific Asian Consortium for International Business Education and Research, and Partnership in International Management. It is also a signatory to the UN Principles for Responsible Management Education.

C. Alliances with Key Multilateral and Intergovernmental Organizations

AIM has strong linkages with the ASEAN Foundation, Asia-Europe Foundation, Asian Development Bank (ADB), Asia-Pacific Economic Cooperation (APEC), International Monetary Fund, International Finance Corporation, United Nations, World Bank and World Bank Institute.

In 2002, AIM was selected by the World Bank as its strategic partner through the establishment of the AIM-WB Development Resource Center, making AIM the world's first private management institution to partner with the World Bank. With the World Bank Institute and Asian Network for Capacity-Building in Health Systems Strengthening, AIM co-organized the program Strategies for Private Sector Policies and Engagement in Health in May 2012.

AIM was also designated by the ADB as a Center of Excellence and a partner in knowledge creation and management.

AIM partnered with the ASEAN Foundation in projects such as Mainstreaming Poverty Alleviation Initiatives among ASEAN-member Countries and Promoting Mutual Assistance Among Corporate Foundations in ASEAN.

D. Alliances with International Development Agencies

AIM 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, Konrad Adenauer Foundation, and U.S. Agency for International Development.

E. Other International Partners

1. Asian Network for Capacity-Building in Health Systems Strengthening
2. Center for International Private Enterprise
3. Center for Strategic and International Studies
4. Embassy of Japan in Manila
5. Global Corporate Governance Forum
6. Global Network for Corporate Citizenship
7. International Alert
8. Kiel Institute for the World Economy
9. Medicines Transparency Alliance
10. Professional Risk Managers' International Association
11. World Vision Timor Leste
12. Zuellig Group

Future Perspectives/ Key Objectives

AIM's values statement says, "AIM is responsible to the Asian region as a whole. It is especially responsible to the developing countries of Southeast Asia. Its role is to help provide the managerial component in the process of social, political, technological, and economic development." To achieve this, AIM is concentrating on Southeast Asia and the ASEAN Economic Community.

To remain true to its values, AIM will continue conducting research, programs, and events that address developmental issues. Specifically, AIM's research centers have set the following directions and activities.

A. AIM Policy Center

The Policy Center will focus research, policy advocacy, and technical assistance activities on the following themes:

1. Competitiveness, Competition Policy, and Industrialization Strategy
2. Social Protection and Social Insurance
3. Democracy, Governance, and Corruption
4. Inclusive Economic Growth
5. Employment and Migration
6. Small and Medium Enterprise Development, Gaps, and Competition.

B. Gov. Jose B. Fernandez Jr. Center for Banking and Finance

1. Research and development initiatives being explored and incubated include the insurance sector, risk management, finance, sustainable investment, and public and private partnerships.
2. The Center seeks to enhance finance education in the Philippines by
 - Continuing involvement in the Intercollegiate Finance Competition
 - Continuing the Teaching Finance Teachers Program for college finance professors.
3. The Center aims to promote linkages and services through continuing forums, roundtable discussions and conferences like the Risk Management Forum and SME sector forums/seminars.

C. Ramon V. del Rosario Sr. Center for Corporate Social Responsibility

The Center will promote CSR through research, networking, program development and training, and local and regional conferences through the following projects/activities.

1. Design and run scholarly research, robust surveys, and CSR-related cases and research papers on a company, industry, and sectoral basis. This includes capacity-building services on CSR to organizations throughout Asia

- Understanding the influences on CSR in a country
 - Strategic CSR
 - Influences on the practice of CSR and developing a CSR strategy
 - Social innovation and social entrepreneurship
 - Collaboration and community engagement.
2. Strengthen the CSR foundation among AIM students through exposure to CSR issues and problems faced by business organizations and foundations
 3. Promote CSR and linkages through any or all of the following activities:
 - The Annual Asian Forum on Corporate Social Responsibility
 - The Annual Asian CSR Awards
 - The Intel-AIM Corporate Responsibility Award
 - The Annual Ramon V. del Rosario Sr. Award for Nation Building.

D. TeaM Energy Center for Bridging Leadership

The Center's brand of leadership development continues to engage in the following activities:

1. Sustaining and Expanding Capacity Building, through the Bridging Leadership Framework, plans to continue its extension activities throughout the next stage of its growth. At the same time, the Center intends to expand its capacity building in terms of
 - Bringing Leadership development in the corporate sector
 - Deepening leadership development for Muslim Mindanao.
2. Supporting and Streamlining Action Research – The Center has identified the following as priority research activities:
 - Peace accord in Mindanao
 - Community engagement
 - Impact evaluation and assessment tools for the Bringing Leadership Fellowship Program
 - Youth Bridging Leaders Program.

E. Ramon V. del Rosario Sr.-C.V. Starr Center for Corporate Governance

To promote its mission and advocacies, the Center plans to engage in any or all of the following activities:

1. Research and Research Survey
 - ASEAN Collective Action against Corruption
 - Corporate Governance Cases
2. Capability Building, Linkages, and Service
 - Conferences on corporate governance and anti-corruption
 - Roundtables on anti-corruption

- Development of programs and electives on corporate governance.

F. Dr. Stephen Zuellig Center for Asian Business Transformation

The Centre's Activities and Future directions is geared towards the vision of accelerating growth of Asian SMEs into competitive multinational enterprises through business innovation and transformation in industries creating the greatest economic, social and environmental value for all segments of society. In line with this, The Center plans to pursue the following initiatives:

1. AIM Zuellig Center ASEAN Business Innovation and Transformation Awards
This activity will recognize and promote innovation and transformation of ASEAN small and medium enterprises (SMEs) into competitive multinational companies creating substantive economic, social and environmental impact.
2. ASEAN Business Innovation and Transformation Case Books
The center aims to produce casebooks containing sets of Philippine and ASEAN cases that focus on innovation and transformation in selected SMEs. This initiative will entail not only case-writing but will also involve pilot workshops & programs and extensive networking among stakeholders in the region.
3. Collaborative Industry Research
The Center will invite AIM students/professors and other academic institutions/organizations to undertake in-depth studies initially on selected sectors of the Philippine Healthcare Industry. The following are the preferred sectors for research: Health Financing, Hospital Sector, Pharmaceutical Sector, and Health ICT Sector. The Center intends, however, to include other industries in the future.
4. Management Training for ASEAN Healthcare SMEs
This initiative aims to equip SME owners, managers and administrators in developing and enhancing their business operations and management, thus allowing them to compete in the regional and global market.

G. Dr. Andrew L. Tan Center for Tourism

The Center's future research agenda and direction include

- Heritage tourism
- Sustainable tourism
- Community-based tourism.

Sustainability on Campus

Environmental Policies

AIM is committed to sustaining the growth of Asian societies by developing professional, entrepreneurial and socially responsible leaders and managers.

In pursuit of this commitment, 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. Therefore, AIM

1. Implements an institution-wide environmental management system by sponsoring 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
2. Conserves natural resources by introducing measures governing the efficient operation of all its processes, the proper use of energy and raw materials, the minimization of waste, and working toward continual improvement
3. Prevents pollution and further degradation of the environment by establishing guidelines on proper waste disposal systems
4. Complies with all regulations and procedures designed to promote environmentalism and to nurture a healthy and safe working environment
5. Maintains a clean, orderly and aesthetically appealing campus that harmonizes people, plants, and physical facilities into an environment conducive to work and learning.

AIM Programs and Activities (Fiscal Years 2012-2013 and 2013-2014)

For the period July 2012 to May 2014, AIM conducted programs and activities for the furtherance of its environmental policies and commitments.

1. "Implements an institution-wide environmental management system..."

An EMS Audit Team was formed in July 2012 to conduct regular audits of AIM's compliance with the above policies. The team is chaired by the director of Internal Audit with representatives from the following units as members:

- Facilities and Building Administration
- AIM Conference Center Manila Operations
- Procurement Office

2. "... Sponsoring information campaigns... to increase environmental awareness and ensure follow-through action... "

- a. Disseminated to the greater AIM community in December 2012 a brief on earthquakes and reiterated AIM's policy on 5S and the simplification of workplaces
- b. Informed and called upon the greater AIM community to take part in Earth Hour in 2013 and 2014 and made them aware of AIM's participation
- c. Issued a call through email to the greater AIM community to reduce the use of electricity in November 2013 to help provide electricity to the victims of Typhoon Haiyan. The message included information on activities that could be undertaken to minimize the use of electricity.
- d. Gave the Spic and Span Award in December 2013 to employees who maintained an orderly and uncluttered workstation, and without any excess or unnecessary equipment and/or tools.
- e. Discussed issues and concerns noted by the EMS Audit Team during its inspections and reviews in the monthly meeting of the Shared Services Group for purposes of information and securing consensus for action to address such issues and concerns.

In terms of its second purpose, i.e., "Conserve natural resources by..." AIM undertook the following activities:

1. "... The proper utilization of energy..."
 - a. Beginning 2014, acceleration of replacement of CRT televisions with LED televisions in the rooms of the AIM Conference Center Manila with the objective of full replacement in 2014-2015
 - b. Replacement of fluorescent light tubes and compact fluorescent light bulbs with LED bulbs on a continuing basis
 - c. Inspection of walk-in freezer and chiller on a monthly or bi-monthly basis since July 2012 of cafeteria and restaurant kitchen areas to ensure that the doors and seals are properly in place and working so that the optimal temperature is maintained
 - d. The automatic sliding doors in the Conference Center will be replaced by doors that need to be manually opened. This is intended to minimize the loss of cool air inside the building and the intrusion of flies and other insects.
 - e. Monitoring of consumption of electricity on a monthly basis.
2. "...minimization of waste..."
 - a. Inspection on a monthly or bi-monthly basis since July 2012 of cafeteria and restaurant kitchen areas, toilet and bathrooms in the dormitory and the conference centers in Manila and Baguio to ensure that
 - There are no water leaks and that water is properly used
 - Food items are stored in the appropriate place and temperature to ensure that these remain fresh and do not spoil and/or get contaminated
 - Food containers are properly labeled to ensure that these do not get mixed with other ingredients or erroneously used and thus prevent wastes in the cooking process.
 - b. Monitoring of water consumption on a monthly basis.
3. "... Working toward continual improvement..."
 - a. Inspections of corridors and emergency exits on a periodic basis since July 2012 to ensure that these places remain unhindered for the efficient and, if needed, fast transit of persons, documents, and equipment.

- b. Inspections of workstations on a periodic basis since July 2012 to give feedback to the supervising officers concerning any issues affecting their work environment and safety.
- c. Decommissioning of the walk-in chiller since it requires frequent maintenance and consumes more electricity and space. In its place, AIM will acquire new upright chillers that consume less electricity and space, and do not require as much maintenance.

AIM is firmly committed towards preventing pollution and the degradation of the environment. Towards this end, it undertook or will undertake the following activities:

- AIM will decommission its transformer since it contains polychlorinated biphenyl. It is procuring a transformer that is acceptable to the Philippine Department of Environment and Natural Resources.
- To ensure that the work, study, and living environments of AIM are free from airborne pollutants, AIM is scheduling in 2014-2015 an air quality test in the various areas of the campus. It is procuring the services of the appropriate supplier.
- Inspection on a monthly or bimonthly basis since July 2012 of cafeteria and restaurant kitchen areas, the dry and wet waste rooms, and storage area of items for recycling to ensure that segregation of waste materials is being observed.
- The use of charcoal-fired stoves and grillers as well as stoves with standalone LPG tanks is not allowed inside the campus both as a fire prevention and anti-pollution measure.
- Periodic inspection of generator set and storage tanks for standby fuel since July 2012 to ensure that these are free from leaks and secured from fire and theft.

AIM is firmly committed, in general, to complying with the laws and regulations of the Philippines, and the statutes enacted by the local government of Makati, and specifically with regard to the environment and the safety and well-being of its faculty, staff, students, visitors and business partners. These regulations include, but are not limited to, the following:

- 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
- Department Orders from the Department of Environment and Natural Resources
- Department Orders from the Department of Labor and Employment
- Department of Health
- Makati City ordinances.

In relation to the foregoing, to "...nurture a healthy and safe working environment..." and in compliance with the Department of Labor and Employment Occupational Safety and Health Standards, AIM constituted its Health and Safety Committee in January 2014. The Committee has the following responsibilities:

- Plans and develops accident prevention programs for AIM
- Directs the accident prevention efforts of AIM in accordance with safety programs, safety performance, and government regulations in order to prevent accidents from occurring in the workplace
- Monitors the implementation of safety and health programs of the Institute

- Conducts safety meetings at least once a month
- Reviews reports of inspection, accident investigations, and program implementation
- Provides assistance to government inspecting authorities
- Initiates and supervises safety and health trainings for employees
- Develops and maintains a disaster contingency plan, and organizes emergency service units to handle disaster situations pursuant to the emergency preparedness manual
- Submits reports, as needed, by management and the Department of Labor and Employment.

The Health and Safety Committee has, since January 2014, undertaken the following initiatives:

- Planned for an emergency evacuation drill for the entire campus and a fire safety seminar in Fiscal Year 2014-2015
- Inspected storage areas of chemical cleaners in May 2014 and recommended changes thereto
- Reviewed the handling of chemical cleaners in May 2014 and recommended changes
- In connection with the planned air quality tests, data gathered by the AIM clinic in relation to reported incidents of upper respiratory ailments or irritations were reviewed. The purpose is to determine the focus of the air quality test.

The activities of the EMS Audit Team and the Health and Safety Committee, as enumerated above, are all intended to maintain "...a clean, orderly and aesthetically appealing campus..." In addition, the following activities were undertaken.

- Periodic inspection of the rooms and facilities of the dormitory and conference centers since July 2012 to ensure that these are well-maintained, properly cleaned, comfortable, and safe
- Periodic inspection of workstations and offices since July 2012 to ensure that these are orderly, safe, and free from excess equipment
- Periodic inspection of the AIM perimeter since July 2012 to ensure that it is kept clean.