



Eugenio López Foundation Bldg.
123 Paseo de Roxas, Makati City
Philippines 1229

aim.edu

PROGRESS REPORT

UNITED NATIONS PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

2017-2018

June 2018

Website: www.aim.edu

Email: mchupungco@aim.edu



A Message of Commitment to Responsible Management Education

When the Asian Institute of Management was founded in 1968, it stated as its mission the development of responsible leaders and managers who will positively impact Asian businesses and societies. To-date, over 44,000 alumni from 83 countries around the world have passed through its hallowed halls and have made their mark in enterprises, governments and non-profits.

AIM has subscribed to, and aligned with, the UN Principles for Responsible Management Education (PRME) since 2008. Our curricula in all our degree and executive programs instill in our students a deep consciousness of, and a personal responsibility for, the triple bottom line. Our students are trained to look at generating profits through the eyes of their employees, and with utmost consideration and respect for the environment. Certainly, our courses promote sustainability, corporate social responsibility, bridging societal divides, and inclusive development for all. And most notably, AIM has a stamp of approval by the prestigious Association to Advance Collegiate Schools of Business, itself a PRME partner organization.

In March of 2018, classes started for AIM's newest degree program, the Master of Science in Data Science (MSDS). This fourteen-month, full time program was conceived to address the growing demand for data scientists in the era of Industry 4.0. The program is designed to produce experts in one of the most sought-after skillsets today. More importantly, our graduates and students have been using their newly acquired knowledge to find solutions to the many challenges facing businesses and societies, most especially those that involve sustainability and environmental concerns. As validation of the robustness of this newest offering, the MSDS program was ranked number 3 among the data analytics masters' programs in the Far East, in the very first year that it was offered.

AIM's research centers continue to serve as the Institute's platform to generate a knowledge base for thought leadership, accumulated from research, public fora, lectures, seminars, and conferences. Aligning with the Institute's mission, the centers lead the discussions, recommend policies, and propose actions on the areas of public policy and competitiveness, banking and finance, bridging leadership, corporate social responsibility, and tourism. These get translated to policy papers, books, cases, and lecture proceedings that, in turn, further advance the development of businesses and societies.

We're not done yet. More courses on disaster and crisis management, a subject that is very fitting and expedient for the countries around our area of operation, are being developed and will soon be offered. We intend to lead the way in producing leaders who will champion resiliency and disaster preparedness among communities towards a better and more sustainable future for all.

We are most proud of our commitment to the mission of promoting the sustainable growth of Asian businesses and societies. Indeed, just as AIM blazed the trail for management excellence in Asia more than fifty years ago, we will continue to innovate, produce, and teach relevant knowledge to Asia's leaders and managers.

JIKYEONG KANG

President, Dean, and CEO



Table of Contents

| | |
|---|----|
| Index of Acronym and Initials | 4 |
| Overview: Asian Institute of Management | 5 |
| The UN Principles for Responsible Management Education..... | 7 |
| Principle 1. Purpose | 8 |
| Principle 2. Values..... | 11 |
| Principle 3. Methods..... | 21 |
| Principle 4. Research | 30 |
| Principle 5. Partnerships | 42 |
| Principle 6. Dialogue | 49 |
| Future Perspectives/ Key Objectives | 53 |
| Sustainability on Campus..... | 54 |
| References | 55 |

Tables

| | |
|---|----|
| Table 1 Elective Courses Offered | 14 |
| Table 2 DEP Programs | 18 |
| Table 3 Institute’s Assessment Tools | 22 |
| Table 4 Learning Methodologies..... | 24 |
| Table 5 Selected Learning Materials and Cases Used | 24 |
| Table 6 Faculty Professional Development Activities..... | 27 |
| Table 7 Number of Publications 2017-2018 | 30 |
| Table 8 Examples of Published Peer Reviewed Journals | 31 |
| Table 9 Examples of Published Cases | 31 |
| Table 10 Examples of Books Published | 32 |
| Table 11 Examples of Other Intellectual Contributions | 32 |
| Table 12 RSN-PCC Publications | 36 |
| Table 13 ALT Tourism Center Publications | 38 |
| Table 14 Published Works by BIRLA..... | 39 |
| Table 15 Examples of ExecEd's Programs..... | 42 |
| Table 16 Examples of ZSDM's Professional Development Programs | 44 |
| Table 17 Cohort Program..... | 46 |
| Table 18 ADB Program | 47 |
| Table 19 Open Mentorship Program..... | 47 |
| Table 20 Examples of Dev@Work Events..... | 49 |



Index of Acronym and Initials

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



Overview: Asian Institute of Management

The Asian Institute of Management (AIM), established in 1968, is the Asian pioneer in management education. Founded by the Harvard Business School and academics as well as prominent business leaders of the Philippines, AIM's mission has focused on contributing to sustaining the growth of Asian businesses and societies through developing professional, entrepreneurial, and socially responsible managers and leaders. 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, apart from Filipinos, are from India, Bhutan, Indonesia, Malaysia, and the Greater Mekong area. AIM is the first school in Southeast Asia to achieve accreditation from the renowned US-based global accreditation body, Association to Advance Collegiate Schools of Business (AACSB), which is also a PRME partner.

AIM's 44,000-plus alumni have gained much from its tradition of practitioner-based education offered through Washington SyCip Graduate School of Business (WSGSB), Aboitiz-School of Innovation, Technology and Entrepreneurship (ASITE), its unique development management education provided by Stephen Zuellig Graduate School of Development Management (SZGSDM), and the School of Executive Education and Lifelong Learning (SEELL) all under one institution. AIM alumni are well-recognized for their ability to navigate complex and dynamic spaces, and occupy key positions in business, government, and development organizations all over the world.

AIM has seven degree programs: Master in Business Administration (both full time and executive), Master of Science in Innovation and Business, Master in Entrepreneurship, Master in Development Management, and the recently launched programs—Master of Science in Data Science and Executive Master in Disaster Risk and Crisis Management. The Institute is also highly recognized for open enrollment and custom executive programs for business, government agencies, and development organizations.

The AIM curricula, courses, teaching materials, and academic strategies 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. Armed with a clear understanding of how to do business in emerging markets, our graduates in 70+ countries are now leaders and managers in some of the world's top companies and organizations.

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.



Our research centers—the Rizalino S. Navarro Policy Center for Competitiveness, Jose B. Fernandez Center for Banking and Finance, Ramon V. del Rosario Center for Corporate Social Responsibility, Center for Bridging Leadership, Center for Corporate Governance, and Andrew L. Tan Center for Tourism—provide a platform for the Institute to engage in exploring inequities in business practice, social development, public policy, and governance. The Basant and Sarala Birla Professorial Chair in Asian Family Corporations (BIRLA), established in 2012 and AIM's center of knowledge for family businesses in Asia, has been working closely with Asian Family Firms to strengthen their businesses by providing innovative strategies to manage their challenges and ensure their sustainable growth.

The newly established Analytics, Computing, and Complex Systems (ACCeSs) Laboratory also called *ACCeSs@AIM*, or simply *ACCeSs Lab*, houses a supercomputer with a rated capacity of 500 teraflops. It serves as AIM's link to a growing number of private and public projects that involve data-driven solutions to solve real-life complex problems. It also provides students with the ability to process data and convert it into actionable information that will impact businesses and societies in the era of Industry 4.0.

AIM, in partnership with Dr. Diosdado Banatao, a renowned Filipino technopreneur from Silicon Valley, and Department of Science and Technology, established the AIM-Dado Banatao Incubator, a hybrid incubator and accelerator program which started operating full-time in March 2018, extensively helps, mentors, trains, and uplifts innovation-driven entrepreneurs or startups whose businesses have the potential to impact all sectors of society.

These programs, initiatives, facilities, and innovative strategies reflect our passion as an Institute in helping business, government, and society leaders and organizations manage the challenges and opportunities of a rapidly integrating Asian region and for them to proactively lead, inspire, and transform.

The UN Principles for Responsible Management Education

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

Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3

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

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6

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

AIM is committed to upholding these principles and integrating them into our academic strategies and curricula.

Principle 1. Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The Asian Institute of Management (AIM), founded in 1968 as an international school of management, is strongly focused on sustaining the growth of Asian businesses and societies. Our role, as ingrained in our vision and mission, is to develop and empower aspiring professionals within the business and development sectors to initiate sustainable social, political, technological, and economic development for Asia and its people. Our academic thrusts, strategies, programs, and initiatives are aligned with this principle and our community of stakeholders, especially our students, are its champions.

In 2017, AIM launched its new logo, dubbed the *Nexus*, it represents the Institution's renewed commitment to its guiding principles, mission and vision. Its colors have taken on additional meaning, representing the land (green), sea (blue), sun and human spirit (yellow), which evoke AIM's regional character; and purple represents the shared prosperity — social, spiritual, and financial — that these elements come together to produce. Together with the new logo, the new tagline: *Lead. Inspire. Transform*, was also launched which represents the Institute's thrusts: pioneering a meaningfully different, yet relevant business education; inspiring and supporting a uniquely Asian approach to enterprise and societal management that respects the social and financial impact of decisions and actions; and developing managers, entrepreneurs, and leaders who drive impactful and sustainable growth to Asian enterprise and societies.

In January 2017, AIM opened its doors to the first batch of students under the Master of Science in Innovation and Business (MSIB) program which offers young professionals in the STEAM (Sciences, Technology, Engineering, Architecture, Agriculture, Medicine, and Mathematics) disciplines, the fundamental business, design, and leadership skills needed to turn technology-based ideas into businesses. The program is based on a progressive learning strategy that takes students from insighting and ideating, all the way to implementing. These core learnings allow the students to spot an opportunity and its market, develop a product or service with an inherent value proposition, and put together the necessary business elements to ensure the success and sustainability of the venture. Seventy percent of the students have received awards and recognition from the industry and some of them have received funding for their startups or projects. In 2017, MSIB students developed an online platform, called *E-Magsasaka*, which hopes to address two of the major problems of farmers which are lack of direct access between buyers and growers and lack of market information between buyers and growers, and this even won the championship in the East-West Seed Innovation Olympics, a competition challenging the next generation of agriculture, business and technology leaders to develop innovative solutions to real-life challenges of small-holder vegetable farmers (East West Seed Group, 2018). *E-Magsasaka* received Php250,000 funding. Admit, a healthcare platform that enables patients to have seamless transactions with their medical appointments, and Omnibus, a cloud based management platform for legal practitioners, developed by MSIB students each won Php500,000 cash prize and Php2M worth of support services from *Cerebro Labs*, a tech business incubator and accelerator. MSIB students also won in the Global Entrepreneurship Community Summit 2017 in Malaysia and in the UNDP Youth Company Lab Summit in

Thailand in March 2018 for developing the innovative mental wellness startup *AroogaHealth* which is now operational. Another MSIB team also won the *Rappler Hack Society 2018* for the theme *Public Health and Well-being* and another team won in the *ADB-AIM Ultrachack Hackathon 2018* for their *Health ID 2.0* solution.

AIM's Master in Business Administration (MBA) and its part-time degree program Executive Master in Business Administration (EMBA) have graduated more than seventy students in 2018. MBA students were proclaimed regional winners in *Global Social Venture Competition* in Thailand for their proposed venture, *Land Title Solutions*, which is an integrated one-stop shop estate management service which aims to resolve the problems faced by the entire ecosystem of lands in the Philippines (ALTIS GSBS, 2018). In 2018, the AIM business administration students, together with students from other international universities such as Yale School of Management, IE Business School, and Fudan University School of Management, got together for *MBA Global Network Week for Sustainable Tourism* and *Global Network Week: Strategy Setting for ASEAN 2025*, both events were led by AIM professors.

Students of AIM Zuellig Graduate School of Development Management have also made their mark in the development sector. In 2017, Master in Development Management (MDM) had organized several free events/symposia for its students, community, and the public. These were the "The Halal Industry and its Impact to the Economy"; "Perspectives on Management and Business Ethics in Islam"; "Basic Education Service Delivery in the Philippines"; "Strategies on Donor Engagement"; "Universal Healthcare: Health Equity Lecture Series" and "Corruption: Costs, Consequences, and What to do". MDM students, on the other hand, have partnered with Plan International and Asian Development Bank in reviewing the outcomes of selected community-based enterprise development groups across five municipalities in Leyte, a province severely hit by Typhoon Haiyan in 2013. These students have also organized the first *Philippine e-Government Innovation Challenge*, in partnership with the Department of Information and Communication Technology. While taking the MDM program, an officer from the Philippine National Police was promoted to Police Chief Inspector, and another officer from Philippine Army rose from the rank of captain to major. Two students have also received national awards: an MDM student who founded *AHA Learning Center* for marginalized children was chosen as one of the *Outstanding Young Men and Women of the Philippines* for 2018; and an MDM student, also an architect, who promotes disabled-friendly designs and structures, had received an *Outstanding Member for 2017-2018* award from the United Architects of the Philippines. An MDM student, who also won the Best AIM Capstone Award 2018 for his Managerial Research Report "Strengthening Science Education in Middle and Higher Secondary Schools in Bhutan through the use of Information and Communication Technology" will implement his research in Bhutan. Under the same school, a part-time degree was officially introduced to the public in 2018, the Executive Master in Disaster Risk and Crisis Management (EMDRCM), which is an intensive, immersive, and practitioner-oriented program designed to align with the Sendai Framework for Disaster Risk Reduction 2015-2030, the UN Sustainable Development Goals 2030, the Paris 2015 UN Climate Change Conference Agreement and the Agenda for Humanity. This program will also equip students with necessary management tools to augment disaster and climate resiliency. Upon its inception in 2017, the program had already implemented five major free public events including *Strengthening Resilience of Asian Communities and Organizations Conference*, held in November 2018, and attended by local and international disaster risk and crisis management leaders



and organizations. The program had also partnered with various local and international organizations that are involved in disaster resilience such as *The Philippine Disaster Resilience Foundation (PDRF)*, *ASEAN Coordinating Centre for Humanitarian Assistance (AHA)*, *UNDRR Private Sector Alliance for Disaster Resilient Societies (ARISE)*, *Japan International Cooperation Agency (JICA)*, *Asian Development Bank (ADB)*, and *World Bank* among others. The first cohort will begin its class in May 2019.

The Master of Science in Data Science program of AIM, launched in November 2017, was able to place 90% of their graduates for job opportunities. A team of students had also won first place in *#HackSociety 2018* and *IXL Innovation Olympics Fall 2018*. An MSDS student won 8th place in the *Drucker Challenge Essay Award* in 2018 held in Vienna Austria with the theme "*How to Stay Human in a Robot Society*".

The redesigned Master in Entrepreneurship program had graduated more than 30 students in 2018 and is steadily attracting entrepreneurs who are ready to take the lead, inspire, transform in the era of Industry 4.0.

From 2017 to 2018, AIM's faculty and centers were able to publish in reputable institutions a total of 50 high-quality, high-impact research output, such as peer-reviewed journals, cases, proceedings, books, and other intellectual contributions including "*Value creation in cross-border acquisitions: The role of outside director's human and social capital*" published in *Journal of Business Research*; and "*Smokey Tours: The other side of Manila*", a case published in *Emerald Emerging Markets Case Studies* which also won 3rd place in *CEEMAN Case Writing Competition 2017*. One of the MDM professors had also published a book entitled "*Climate Change and Natural Disasters: Transforming Economies and Policies for a Sustainable Future*". These published scholarly works were also endorsed as learning and reference materials in various programs of the Institute.

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

Progress to be made

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

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

Principle 2. Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

AIM has deliberately been incorporating ethics, social responsibility, and sustainable management in its academic strategies, activities, and curricula. We do this by ensuring that the key components of responsible management education are reflected in degree program's learning goals and objectives.

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

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

It's Executive MBA promises that its graduates will be:

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

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

1. Effective managers of development who can also formulate and implement innovative, sustainable strategies to grow and measure social, economic and environmental value in development organizations;
2. Development leaders with a regional/ global perspective who can also describe and contrast socio-economic, cultural and political situations of other nations;
3. Analytical thinkers and decision makers; and
4. Effective communicators who can enable dialogue, effectively convey ideas, and acknowledge the idea of others.

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

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

At the end of the program, MSIB graduates will be able to design and manage innovation in a start-up or a corporate setting with a full understanding of the business elements (business model, plan and structure) that are necessary to seize the identified opportunities or to create an innovative product or service in a systematic and sustainable way.

The ME program promises that its graduates will be:

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

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

MSDS program, on the other hand, commits that its graduates will be:

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

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



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

Curriculum Management: Transforming Management Education for a Sustainable Asia

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

Our Curriculum and Review and Design Committee (CRDC), comprised of AIM faculty and School Heads, regularly review our curricula, program design and courses to ensure clarity and alignment of each program and value proposition with our mission. Feedback from evaluations, interviews and discussions with alumni, students, and partner organizations, and results of program studies and trend analyses are also regularly reviewed to determine our opportunities for improvement.

MBA began its redesign process in 2015. It started with a study of Asian business schools and their curricula, as well as a look at what other schools were doing in their redesign process. FGDs conducted in 2015 to 2016 provided input for the preliminary redesign and by late 2017, the redesign efforts were once again renewed, with the addition of in-depth one-on-one interviews with applicants and parents, including prospective enrollees. In 2018, with the information gathered in the past three years updated, a series of faculty workshops was conducted to help define and refine what an AIM MBA graduate should be. The result is a 12-month MBA that emphasizes real-time application of learning through active consultancies and project-based learning activities throughout the three terms. The learning goals of the program have remained the same; however, the learning objectives were reviewed and simplified. In the redesigned curriculum, courses such as *Ethics* and *Development of Social Enterprise* were given special attention to strengthen students' awareness of and hands-on experience in managing social enterprises and non-profit organizations.

The MDM program supports AIM's values of meaningful and sustainable progress of Asian business and society by instilling in its courses public value-creation, environmental sustainability, and equitable distribution of opportunities and resources in Asia. Relevance and appropriateness of the MDM program is ensured by continuous dialogue with alumni, development professionals and practitioners, organizational partners donors, target employers, and AIM faculty and fellows through annual FGDs and interviews. These interviews and FGDs focus on different issues based on certain objectives. The results of the 2016 FGDs were used in school year 2017 which resulted in revisions in course content and revisiting learning methodologies used. As such, topics were broadened, cases using different

perspectives were adopted, and extra-curricular activities were offered where students could apply and hone the knowledge and skills acquired in the program. *Human Behavior in Development Organizations* was also added as course. In 2018, the MDM program also had two tracks: *Public Policy Management* and *Sustainable Development Management* to help students enhance their knowledge and skills in their development concentrations.

The review of MSIB’s 2017 curriculum resulted to the curricular emphasis on dimensions of innovation regarding market, product, and business models, and leadership. Topics on team development, conflict resolution and leadership agility were expanded.

For the recently redesigned ME and the newly launched MSDS, to ensure holistic curriculum management, the faculty per program regularly convened to discuss continuous improvement related to Assurance of Learning (AOL). The ME 2018 curriculum was also reviewed, which resulted in changes to the 2019 curriculum. As for MSDS, to contribute to nation-building through data science, there are plans to include in academic activities sending MSDS students to other educational institutions and local government agencies across the Philippines to help educate and spread awareness of the value of data science in economic and social development.

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

The table below lists the elective courses that were offered:

Table 1 Elective Courses Offered

| Business and Development Electives | |
|---|--|
| 1 Global Network Week | 18 Mediating Disputes |
| 2 Regional Integration in Asia | 19 Coaching for Leaders |
| 3 Introduction to Behavioral Economics | 20 Employee Engagement |
| 4 Advanced Valuation | 21 Leadership and Personal Branding: Elevate your Influence and Be Seen, Be Heard, Be Sought |
| 5 Entrepreneurial Finance Valuation | 22 Global Information Systems |
| 6 Financial Risk Management | 23 Asian Study Tour (Destination: Japan) |
| 7 Fixed Income Market Analysis and Strategies | 24 Sustainable Operations |
| 8 Investment Banking | 25 Microfinance and Development |
| 9 Portfolio Management | 26 Enterprise-Wide Risk Management |

| | |
|---|--|
| 10 Private Equity | 27 Disaster Risk and Crisis Management |
| 11 Project Finance | 28 Managing for Sustainable Development Impact |
| 12 Brand Management | 29 Collaborative Governance |
| 13 Digital Marketing | 30 Public Policy Management |
| 14 Marketing and Finance Creating Synergy | 31 Leading Social Innovation and Design Thinking |
| 15 Product and Service Marketing | |
| 16 Customer Relationship Management | |
| 17 Leading with Impact | |

Courses for Sustainable Development and Impact

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

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

- Regional Integration in Asia-** A contemporary investigation of the latest issues in formal and non-formal education and training systems in Asia-Pacific, especially ASEAN as it deepens economic integration, including frameworks for understanding 21st C management concerns. This course will help corporations and higher education institutions to benefit from complex cross-border issues and strategies as academic disciplines converge with vanishing industry domains. Through this course, students will be able to define problems, situations, and opportunities with more ease on topics about regional integration in Asia, in the context of managing 21st C global markets thru innovation in education and training. They will also be able to propose strategies for volatile, uncertain, complex and ambiguous environments as Asia-Pacific becomes more central in global markets, society and governance of public goods.
- Managing for Sustainable Development Impact** exposes the students to discourses and real-life cases that exemplify initiatives and strategies that contribute to the achievement of the sustainable development goals as well as mitigate the factors that obstruct them. The course is divided into two segments: Managing for Sustainable Development Impact and Sustainable Financing in Development. This course also explores into the strategies stated in the ASEAN-UN Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between

ASEAN and the United Nations on how to collaboratively achieve inclusive growth and the sustainable development goals. It also covers practical topics relating to the risks, challenges and opportunities of sustainable initiatives such as environmental finance, carbon neutrality, impact investing, and B Corp certification among others.

- **Disaster Risk and Crisis Management** This course is about the strategy and operational management of crisis and disasters. We live in an extremely complex world where disasters can affect society and business. Awareness, education and training on mitigation, preparedness, response and rehabilitation are needed for survival and development. As disasters, emergencies and crisis ultimately create chaos, this elective tries to make sense and bring some order to managing these dilemmas. The course will entail an appreciation and understanding of what the disasters are in the 21st century and the risk to human and economic development, and the vulnerabilities of men and institutions, and in the process, defining the threat. These can be natural and man-made disasters and technological events. The course further identifies the resources available in a country or region that can be weaved into cohesive solutions to address these issues. At the end of the course, the student will have basic appreciation of individual skills and organizational competence in preparing and managing various types of disasters.
- **Leading Social Innovation and Design Thinking**--Social innovation addresses pressing social demands by developing and implementing new ideas, models, products, and services that satisfy social needs and the society's collective aspirations. Social innovation relies on the inventiveness and new responses of the citizens, local communities, and private and public sectors, among others. The challenges for social innovators are to identify the best and most promising approaches, ideas, and programs and to be able to deliver better social outcomes.
- **Public Policy Management** provides students with core knowledge and principles in policy formulation and advocacy, implementation and management, stakeholder engagement, and analysis and reforms that are consistent with law and institutional praxis. This course is intended to help the development managers when they work in government, international agencies, civil society organizations or when they offer guidance to these institutions when managing a concern.
- **Collaborative Governance** provides understanding on how the collaborative governance approach can be instrumental in combining the collective efforts, skills and competencies of the public and private stakeholders to promote public innovation and cooperation for a more sustainable future.

Learning Experiences from the Field

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

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

Our MDM program, on the other hand, have the Rapid Area Assessment (RAA) and Field Review (FR). RAA is an immersive, integrative, and applied assessment process for the development program’s first term and provides the students with an opportunity to immerse in a field setting and work with teams and collaboratively choose, write, and analyze their own development case and come up with strategic options and recommendations that are presented not only in the classroom but also to key stakeholders of the area. FR, on the other hand is a course that takes students to a destination to immerse in a development project and evaluate project design, implementation, and assess these projects’ sustainability. For the FR, MDM students went to Leyte to evaluate six community-based enterprise development projects of ADB and Plan International based on its relevance, effectiveness, efficiency, sustainability and impact. The results of these were also presented to the project sponsors.

Executive Programs for Development Professionals

AIM prides of its Development Executive Programs (DEPs), these are short non-degree courses of five to ten days on focused topics significant to development professionals. The certificate courses, either customized or offered to the public, broaden AIM’s development reach across government and non-profit sectors, and its aim to mold problem solvers, change agents, and effective collaborators who will be the next generation of development leaders who can create public value and sustain public good. Knowledge, skills, competencies, tools and innovative techniques are taught to address the issues in the workplace that can lead to more efficient delivery of services and promote sustainable poverty alleviation programs.

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

Table 2 DEP Programs

| Program | Brief Description | Participants |
|--|---|--|
| <p>Leadership in Project Management for Development (LPMD)</p> | <p>Management for Development (LPMD)</p> <p>The success of a project relies on the competence of its Project Manager. Leadership in Project Management for Development (LPMD) is designed to enhance the competencies of Project Managers (or those planning to become one). The course covers the key responsibilities and competencies required to lead and implement public and private sector projects.</p> | <p>Management for Development (LPMD)</p> <p>The success of a project relies on the competence of its Project Manager. Leadership in Project Management for Development (LPMD) is designed to enhance the competencies of Project Managers (or those planning to become one). The course covers the key responsibilities and competencies required to lead and implement public and private sector projects.</p> <p>Duration: 5 Days</p> <p>Project managers, Development Practitioners, Project Analysts, Specialist, Project Implementation Officer, Project supervisors, development administrators, project planners, etc</p> |
| <p>Strategic Management Development Course (SMDC)</p> | <p>SMD covers extensive strategies that managers/ leaders carry to achieve better organizational performance. It includes continuous process of creating, implementing and evaluating decisions that enable organizations to achieve their objectives. Duration: 5 Days</p> | <p>Executives, managers, head of departments and officers who would want to gain knowledge and understanding of various strategic tools and skills.</p> |

| | | |
|---|--|---|
| <p>Strategic Disaster Risk Management and Leadership Program (SDRMLP)</p> | <p>The program is designed to enhance the participants' problem-solving, decision-making and team-building skills in a volatile, uncertain, complex and ambiguous environment. It is intended to prepare them to be responsive and adaptable to rapidly changing developments and dynamic conditions in disaster risk and crisis management. Duration: 10 Days</p> | <p>Executives, leaders, managers, head of departments, officers, professionals and practitioners involved in Disaster Risk and Reduction Management planning and implementation</p> |
| <p>Capacity Building Program for Ministry of Planning Government of The People's Republic of Bangladesh (CBP- Bangladesh)</p> | <p>A training program for officers of Bangladesh Civil Service (Economic) cadre.</p> | <p>Top public-sector officials of the People's Republic of Bangladesh</p> |
| <p>Strategic Disaster Risk Management Leadership Program for Roman Catholic Archdiocese of Manila (Caritas Manila)</p> | <p>The program puts emphasis on management and leadership aspects that will enable participants to (i) analyze and evaluate considerations and implications of disasters and crises, (ii) design strategic interventions and develop implementable plans, (iii) lead and mobilize diverse functions, teams and skills for results.</p> | <p>Priests and volunteers of parishes coming from the social service, disaster, health and parish pastoral council</p> |

Faculty Community Service

Faculty are encouraged to have Board, Directors, and Trustee memberships across private, government and non-profit sectors to maintain currency of practice as well as expertise. These affiliations carry weight in their annual evaluations, specifically under community service. Maintaining



this kind of exposure provides faculty with higher level views on how organizations work and exposes them to national and international management and development best practice. Indeed, a number of faculty hold Board Directorships in many non-profit organizations. With these affiliations, they were able to help their organizations and expose AIM students to development organizations through institutional events and partnership. In 2018, two of our Professors who are members of the international platform for knowledge improvement and exchange in health systems strengthening, Asia-Pacific Network for Health Systems Strengthening (ANHSS), were able to invite key members of the organization who are experts in health systems strengthening from various international universities, to talk and share their knowledge and insights in a free public symposium on universal health care and health systems strengthening in the Philippines. This was attended by students, health experts and researchers, as well as academicians.

Progress to be made

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

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

Principle 3. Methods

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

In reviewing our degree program goals and objectives and in utilizing various and instructional methodologies, we are mindful that all these serve to fulfil our mission of producing graduates who can meaningfully contribute to the development of Asian business and society.

We periodically review the curricula in order to determine the extent to which program learning goals and objectives are adequately covered in various courses and learning activities. Figure 1 below is a visual representation of our entire Assurance of Learning (AoL) process.

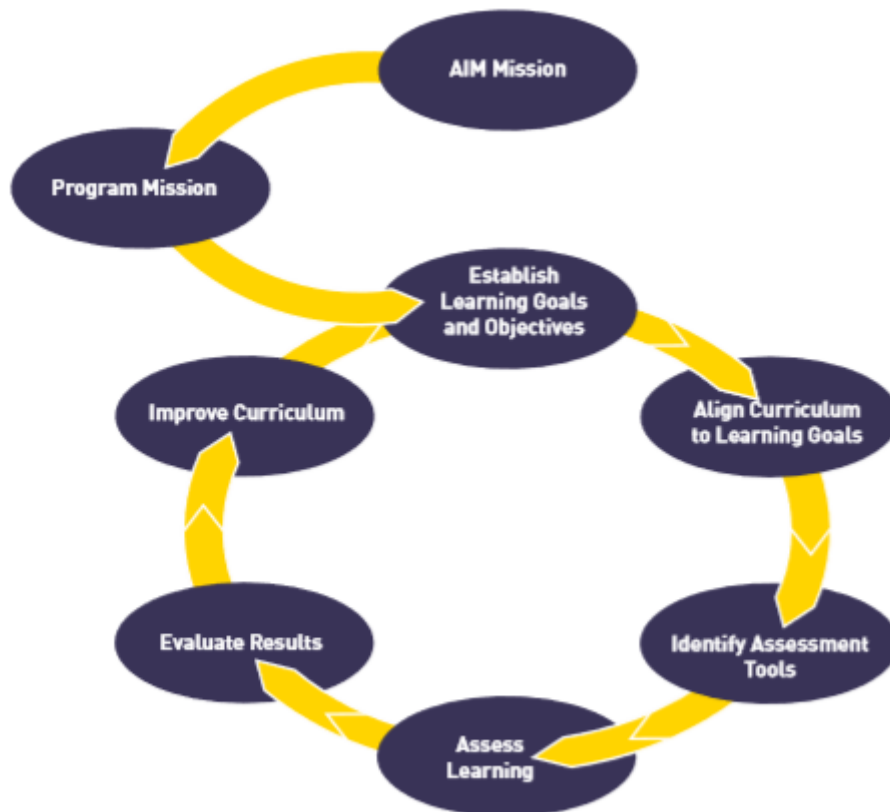


Figure 1. The AOL Process

The curriculum management and learning goals of each program are guided by the Institute's mission. As such, aside from having an Ethics-related course in all programs, the triple bottom line and sustainable development goals have also been incorporated into some courses, particularly in Finance, in the Development of Enterprise course in the MBA, and across all programs.

We likewise regularly assess learning outcomes through course-embedded measures and demonstration through stand-alone testing or performance which are usually scheduled at the end of courses. We have been using a system of double-blind evaluation by independent assessors to assess student outcomes. These results are presented to faculty for comments and discussion of alternative changes to program curriculum and/or pedagogy in order to close the gap between expected and actual learning outcomes, if any.

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

Table 3 Institute’s Assessment Tools

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

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

Nearing the end of the program, students are asked to self-assess and evaluate to what extent they have achieved the program’s learning goals. This indirect measure serves as valuable feedback for both faculty and program staff. Taking actions to improve the curriculum is done in the initial cycle, in order to ensure a “closing of the loop”.

Learning Methodologies

The learning methodologies employed by our faculty, some of them listed in the table below, are designed to blend in order to provide students with a holistic learning experience, within and outside the learning space. They are categorized into *i.* structured learning which refers to supervised in depth-learning experiences; *ii.* social learning which allows learning through observation of others; and applied learning in which students learn by applying the skills, theories, tools and models.

Table 4 Learning Methodologies

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

Our faculty members use cases, scenarios, and learning materials that promote in-depth understanding of the sustainable development goals and social responsibility. Table 5 details some of the related cases and learning materials being used:

Table 5 Selected Learning Materials and Cases Used

| Learning/Case Material | Publication |
|--|-------------|
| Surviving Ebola - Public perceptions of governance and the outbreak response in Liberia. International Alert | 2015 |
| Informal Economy: Case Study of Street Vendors in Bangkok, K. Roeksiripat, Chulalongkorn University. | 2016 |

| | |
|--|------|
| Shadow Economy or Shadow State? The Illicit Gun Trade in Conflict-Affected Mindanao. Pp,70-112. International Alert. | 2016 |
| Rebellion, Political Violence and Shadow Crimes in the Bangsamoro: The Bangsamoro Conflict Monitoring System (BCMS), 2011-2013. International Alert. | 2014 |
| Paris 2015: Getting a Global Agreement on Climate Change: A Report by Christian Aid, Green Alliance, Green Peace, RSPB and WWF. | 2015 |
| Technology Reshaping the Global Economy, Standard Chartered Bank Special Report, January 2015. (pp.1-80). | 2015 |
| Innovative Asia: Advancing the Knowledge – Based Economy– The Next Policy Agenda, ADB, Sept. 2014. | 2014 |
| Working for the Few: Political Capture and Economic Inequality. OXFAM Working Paper, 20 January 2014 | 2014 |
| Safe Save: Providing Financial Services to Slum Dwellers | 2005 |
| Greater Mekong Subregion Tourism Infrastructure for Inclusive Growth Project: Report and Recommendation of the President | 2014 |
| Social Return on Investment for Good Foot Delivery | 2015 |
| Philippines Conditional Cash Transfer Program Impact Evaluation, World Bank | 2014 |
| Women as Policymakers: Evidence from a Randomized Policy Experiment in India | 2009 |
| Analyzing the Impact of Legislation on Child Labor in Pakistan, World Bank Policy Research Paper No. 4399. | 2007 |
| Behavior Change Communication for HIV / AIDS – A Strategic Framework | 2002 |

Apart from the learning materials and approaches, we also had activities and events that exposed our students to the realities and impacts of applying social responsibility and sustainability principles. The following were some of them:

- MBA students visited a Gawad Kalinga Community Development Foundation (GK) site to learn about its social innovation framework and how enterprises may create value for the society.
- MDM students, for their field review, went to Leyte to evaluate six community-based enterprise development projects of ADB and Plan International based on its relevance, effectiveness, efficiency, sustainability and impact. The results of these were also presented to the project sponsors.
- MSIB students held an exhibit that showcased their innovation, including solutions to social issues, to angel investors, venture capitalists, industry leaders, entrepreneurs, and potential partners.
- The Asian Institute of Management - Rizalino S. Navarro Policy Center for Competitiveness (formerly AIM Policy Center), with support from the Konrad-Adenauer-Stiftung (KAS), held a free conference entitled, Big Data Analytics: Applications in Policy, Development, and Governance, which explored the importance of big data analytics and its applications on public policy, development research, and governance. It also held another free forum entitled, Developing Future-ready Filipino Workforce.
- AIM-RVR Center for Corporate Responsibility together with the Ramon Magsaysay Award Foundation (RMAF) in joint celebration of AIM's 50th Anniversary and RMAF's 60th Anniversary, also held the Asian Forum on Corporate Social Responsibility (AFCSR) which is an annual gathering of committed advocates and practitioners of corporate social innovation and governance. For the past 15 years, the conference has been attended by CSR practitioners, entrepreneurs, thought leaders and government representatives from the Philippines and more than 25 countries. In the recent event, it extended the conversation beyond CSR to include discussions on Social Innovation, Governance and Greatness of Spirit — riding on the theme of The Future Re-Imagined.

Faculty Trainings and Development

Our faculty members participated in different trainings and events locally and abroad to broaden their skills and knowledge not only in their respective expertise but also in the areas of sustainability, governance, and responsible management education. These would help them deliver effective courses and activities that will train future leaders who will shape the Asian and global landscape.

The table below presents a selection of related professional development activities participated by our faculty members:

Table 6 Faculty Professional Development Activities

| Program Details | Duration |
|--|---------------------------------------|
| Executive Masterclass on Big Data Analytics and Business Intelligence: Enabling Your Business to Make Smarter Decisions at Marco Polo Ortigas, Ortigas Center, Pasig City | August 4, 2017 |
| Open University Business School's International Fellowship Programme in Milton Keynes, United Kingdom | November 6, 2017 to December 15, 2017 |
| UNEP Finance Initiative Regional Roundtable for Sustainable Finance in Asia Pacific" in United Nations University, Tokyo, Japan | December 11 – 13, 2017 |
| 1st PRME Champions Meeting in Nantes, France | February 22-23, 2018 |
| AACSB Data Analytics Summit in Tempe, Arizona, USA | March 19 - 20, 2018 |
| AACSB International Conference and Annual Meeting in Honolulu, Hawaii, USA | April 22 - 24, 2018 |
| Executive Academy and Learning Professionals at Nanyang Technological University in Singapore | April 2 - 6, 2018 |

Towards a Sustainable Working and Learning Environment

As part of AIM's commitment to responsible management education and practice, the Institute continues to mainstream sustainability principles in all its strategies including in the delivery and use of natural, human, technological and social resources entrusted to it by society within its workplace and community.

AIM continues to actively demonstrate its commitment to sustainability by espousing campus-wide measures and initiatives that promote this such as:

1. Establishing a committee on sustainability, composed of select administrators, professors, students, and employees, which will promote and form initiatives and guidelines for mainstreaming sustainability in all our methodologies, strategies, roles, and responsibilities.
2. Continuing to implement institution-wide environmental management system (EMS), which spearheads information campaigns, training and education programs to increase environmental awareness and ensure follow through action by its faculty, students, alumni, other stakeholders,

and the general public. Information campaigns were conducted by the EMS, on the Philippine Department of Energy's (DOE) Interruptible Load Program (ILP) and actions that AIM may take to participate in the reduction of the electrical demand on the distribution utility; Earth Hour activities; water stewardship and conservation; and maintaining clean and orderly work environments.

3. Continuing to conserve natural resources by governing the efficient operation of all its processes, the proper utilization of energy and raw materials, the minimization of waste, and by working toward continual improvement.
4. Continuing to promote energy savings through actions such as using energy-efficient LED bulbs; LED or LCD television sets in the rooms of the AIM Conference Center Manila; improvements in AIM cafeteria facilities for more efficient energy use; and the monthly monitoring of electricity. We also have waste minimization efforts through regular inspections of facilities to ensure that there are no leakages, recycling of reusable waste materials, and initiatives to reduce paper waste from printing. We have improved our technologies in various areas such as kitchen, lounge, and cafeteria to promote energy efficiency.
5. Preventing pollution and further degradation of the environment by establishing guidelines on proper waste disposal systems. Students have also participated by posting announcements about the negative environmental effects of using plastic.
6. Continuing to comply with environmental standards set by the Philippine Department of Energy, including the designation of a Pollution Control Managing Head and a Pollution Control Officer, and securing the services of an accredited hauler of solid wastes in compliance with pollution and solid waste management codes. We conduct regular inspections of cafeteria and restaurant kitchen areas, generator sets, LPG, and diesel storage tanks to ensure that these are orderly and free from any leakages.
7. Complying with all policies, regulations, and procedures that promote environmentalism and a healthy and safe working environment. The institute remains firmly committed to complying with laws and regulations of the Philippines, specifically with regards the environment and the safety and well-being of its faculty, staff, students, visitors and partners. These regulations include: Sanitation Code of the Philippines, Fire Code of the Philippines, Building Code of the Philippines, Labor Code of the Philippines, Clean Air Act, and Clean Water Act. AIM's Health and Safety Committee, which initiates Institute-wide activities to promote a healthy and safe working environment for the Institute and its stakeholders, continues to attend Fire safety seminars, implement emergency evacuation drills and promote health awareness.



8. Continuing to maintain a clean, orderly and aesthetically appealing campus which harmonizes people, plants and physical facilities into an environment conducive to work and learning.

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

Progress to be made

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

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

Principle 4. Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable, environmental, and economic value.

Our faculty and research centers have continued to generate significant researches and knowledge materials and participate in events that promote an understanding of the role, dynamics, and impact of corporations and institutions in the creation of sustainable, environmental, and economic value. For 2017 to 2018, the Institute's researches which span a diverse range of topics such as sustainability; sustainable businesses; energy, food production and politics and governance; philanthropy and corporate social responsibility; entrepreneurship; leadership; and social inclusion among others, have totaled to fifty as seen in the table below:

Table 7 Number of Publications 2017-2018

| Publications | Total |
|--|-------|
| Peer-reviewed journals (PRJs) | 10 |
| Cases | 15 |
| Proceedings | 1 |
| Books | 3 |
| Other Intellectual Contributions (paper, book chapter, etc.) | 22 |

In 2017 and 2018, two of our faculty's cases won in the international case competitions. While in 2018, the paper written by one of our faculty members, in collaboration with Rizalino S. Navarro Policy Center for Competitiveness, received the best paper award at the 4th International Symposium on Asian Development Studies in Manila.

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

Table 8 Examples of Published Peer Reviewed Journals

| PEER-REVIEWED JOURNALS: AY 2017-2018 | | |
|---|------|--|
| Title | © | Publication |
| Value creation in cross-border acquisitions: The role of outside directors' human and social capital | 2017 | Journal of Business Research ABS3 |
| Health and disease phenotyping in old age using a cluster network analysis | 2017 | Nature Scientific Reports |
| Indulgence versus restraint: The moderating role of cultural differences on the relationship between corporate social performance and corporate financial performance | 2018 | Journal of Global Marketing ABS1 |
| Agency-driven post-disaster recovery: A comparative study of three Typhoon Washi resettlement communities in the Philippines. | 2018 | International Journal of Disaster Risk Reduction |

Table 9 Examples of Published Cases

| CASES: AY 2017-2018 | | |
|--|------|---------------------------------------|
| Milking the Future: DVF Dairy Farm Partners with Filipino Farmers 2 nd place winner of the WDI 25th Anniversary Case Writing Competition in 2018 | 2018 | WDI Publishing |
| Smokey Tours: The other side of Manila 3 rd place in the CEEMAN Case Writing Competition 2017 | 2018 | Emerald Emerging Markets Case Studies |
| Trevor family-business compensation framework: Is it fair? | 2018 | SAGE Business Cases |
| Victor R. Potenciano Medical Center | 2017 | AIM KRC |

Table 10 Examples of Books Published

| BOOKS: AY 2017-2018 | | |
|--|----------|------------------------|
| Title | © | Publisher |
| Climate Change and Natural Disasters: Transforming Economies and Policies for a Sustainable Future | 2017 | Transaction Publishers |
| The Family, Incorporated: Lessons from Filipino business families | 2017 | Anvil Publishing Inc |

Table 11 Examples of Other Intellectual Contributions

| OTHER INTELLECTUAL CONTRIBUTIONS: AY 2017-2018 | | |
|---|----------|---|
| Title | © | Publication |
| Sustainable Innovation | 2017 | 109 Indonesia Innovation Chapter |
| An empirical analysis of SME and large business linkages: Evidence from the Philippines | 2017 | AIM RSN-PCC Working Paper |
| Leveraging competition policy for SME development and shared prosperity | 2017 | AIM RSN-PCC Working Paper |
| Exploring large business linkages as tool for SME development | 2017 | AIM RSN-PCC Policy Brief 17-005 |
| Harnessing the benefits of digital transformation for shared prosperity | 2017 | AIM RSN-PCC Policy Brief 17-007 |
| Training Filipinos for tomorrow: Can TVET help bridge the skills gap in IT-BPM? | 2017 | AIM RSN-PCC Policy Brief 17-003 |
| Maximizing the Benefits of Free College Tuition and Universal Health Care | 2017 | AIM RSN-PCC Policy Forum Note 17-001 |
| Mediating roles of rapport and liking when mimicking in computer-mediated negotiation | 2017 | Negotiation Journal <i>Target journal</i> |
| The Family Incorporated: Lessons from Filipino business families | 2017 | Anvil Publishing Inc Book |
| On the Right Track? Human capital management in the Philippines | 2018 | White Paper |
| CIOMS Guide to vaccine safety communication | 2018 | Council for International Organizations of Medical Sciences (CIOMS) Book |



AIM's Research Centers

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

Team Energy Center for Bridging Leadership

TeaM Energy Center (AIMTEC) for Bridging Leadership has its roots in a global research project conducted by the Synergos Institute in 2000. "Bridging Leadership" is a management approach that promotes processes that address social inequities and involves three main segments: building ownership of the response, developing co-ownership with other stakeholders, and together engaging in the co-creation of better, more inclusive societies. It's all about leading collaborative action to bring about social change.

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

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

Two areas of concentration have been identified by the Center for 2016-2020, namely: (1) a longitudinal study examining and revisiting past BL Fellows and degree-program students and (2) the Leadership Initiative Index (LII). The efforts of both studies are being led by AIM Faculty members who possess expertise in each field and a research team to fulfill the Center's objectives of ensuring high-quality research outputs.

The Center continues to convene and lead conversations, critical masses, and capacity building programs around the work of leadership of change across those divided by exclusion and inequity. The Bridging Leadership (BL) framework is employed to achieve the aim of promoting transformational and sustainable leadership to diminish societal divides. Team Energy's primary focus include working with the government and civil society, particularly in conflict-impacted areas in the Philippines and throughout the region. Its Bridging Leadership training programs and workshops, as well as policy work, conference papers, and other presentations are produced in partnerships with various government and multilateral agencies as well as NGOs. Some noteworthy accomplishments include assisting the Independent Commission on Policing (the body tasked to submit recommendations to the Government of the Philippines and Moro Islamic Liberation Front (GPH-MILF) Peace Panels for the formation of a police force for the Bangsamoro), introducing Bridging Leadership to government officials in India, conducting region-wide Bridging Leadership workshops



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

The center's programs include:

- World Bank-Mindanao Bridging Leadership Program which aims to build a cadre of Bridging Leaders in Mindanao who can address issues like peace, education, health, land conflicts, poverty, and poor local governance, among others. It has two key components: Leadership Formation and Institutional Development.
- The Bridging Leadership Fellows Program demonstrates a new kind of leadership – bridging leaders who are able to analyze the dimensions of a divide clearly and identify all the stakeholders with whom they can form linkages of understanding and action. They have a vision of transforming the lives of the marginalized by diminishing existing divides. They are the expression of AIM's mission to contribute to the development of Asian societies.
- Future Bridging Leaders Program (FBLP) which aims to develop youth leaders who will be catalysts for social change. Bridging Leaders are set apart by their systemic view of complex issues, sense of ownership for the same, skills in collaboration and engagement with multi-stakeholders, and their innovative approaches to creating sustainable institutional arrangements. In March 2018, the second run of FBLP was launched with 35 emerging Bridging leaders. Through engaging in the program's interactive discussions and activities, the youth fellows were challenged to broaden their perspectives on the societal divides in their organizations and communities which they hope to address through their change ideas and prototypes
- AIMTEC also creates public and customized programs that provide fundamental orientation to Bridging Leadership and its core concepts and practice and are adapted to the context and specific needs of the managers and leaders who take them.

One example is the two-day leadership development workshop for the senior officers and middle managers of the Department of Labor and Employment (DOLE) Region IX last 9 to 10 May 2018 at Palacio del Sur, Zamboanga City wherein the participants were engaged in discussions and activities on the application of the BL Framework in leading and managing change in DOLE Region IX. The BL Framework allowed the DOLE managers a broader understanding of the systemic challenges of the region, including the value of collaborating with different stakeholders in the co-creation of sustainable solutions for employment in the Zamboanga Peninsula.

Another example is the three-day workshop conducted last August 7-9, 2018 at I'M Hotel, Makati City, in partnership with Logic Network Philippines through Konrad-Adenauer-Stiftung Philippines Office (KAS). This first of two workshops focused on developing the capacities of 40 integrity consultants and local government coordinators, or called Integrity Advocates, in co-creating multi-

sectoral local government integrity circles in different provinces all over the country. The Integrity Advocates were engaged on how they will lead and manage change through the Bridging Leadership (BL) Framework. The participants learned how to conduct integrity assessments, build alliances through dialogue and stakeholder management, and formulate action plans for workable integrity mechanisms to facilitate good governance which creates enabling environments that attract investments, facilitate job creation, and generate overall local policy reform. With the BL Framework, the Integrity Advocates were called to cascade lessons and tools on collaboration and co-creation with other stakeholders and LGUs in institutionalizing, and sustaining change via integrity building mechanisms.

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

The work of the Ramon V. del Rosario Sr. Center for Corporate Responsibility is two-fold: to promote the practice of good corporate governance at the intersection of both public and private sectors by confronting corruption and encouraging accountability, and to generate initiatives that champion corporate citizenship relative to the competitiveness of corporations and its impact on society. The Center's efforts to combat corruption is supported by the advocacy of AIG founder Cornelius Vander Starr, and through the Starr Foundation, which established The Starr Foundation Corporate Governance Endowment Fund to support the key programs of the C. V. Starr Chair in perpetuity.

The RVR Center continues to promote, strengthen, and institutionalize corporate governance and corporate responsibility across the private and public sectors. Over the last five years, through research, training and consultancy, as well as engagement, the AIM RVR Center has been involved in anti-corruption projects for small and medium-sized enterprises (SMEs) in the Philippines and reviewed existing Senate bills for local entrepreneurs as part of this advocacy. Funded by the Center for International Private Enterprise (CIPE), the project has mushroomed into discussions with Chambers of Commerce in major Philippine cities, and culminated in an agreement between the RVR Center and the Philippine Chamber of Commerce, enabling both parties to influence policy reform initiatives in the legislative and executive branches of government, and developing a program aimed at piloting good governance reforms at the local government level. The Center has also partnered with the Office of the Ombudsman to jointly run Integrity Forums, with the first one held last July 2018: *Investing in Integrity: Investment Protection Through Anti-Corruption Initiatives*. In the same year, the Center also rebranded its annual CSR convention, the Asian Forum on Corporate Social Responsibility as the Asian Forum on Enterprise for Society (AFES). The rebranding was meant to expand CSR themes to include social enterprise and social innovation. This annual event attracts a network of over 500 corporate leaders, entrepreneurs, thought leaders, key representatives of government, heads of international non-profits, corporate governance leaders, and global youth leaders from over 34 countries.

Rizalino S. Navarro Policy Center for Competitiveness (RSN Policy Center)

The Rizalino S. Navarro Policy Center for Competitiveness is the Institute's public policy think tank and research arm, conducting research and policy advocacy towards building national competitiveness and promoting shared prosperity. The Center was ranked 65th in the Top Think Tanks in Southeast Asia and the

Pacific by the University of Pennsylvania's *2017 Go To Think Tank Report*, one of only five Philippine think tanks that made the ranking that year. The Center's current research thrusts and programs include: small and medium enterprise (SME) growth and competitiveness; decentralization, federalism, and development; and the Fourth Industrial Revolution and its possible effect on jobs. The programs were implemented either independently by the Center or in partnership with government, private, and multilateral institutions. The output from these are composed of policy research reports, scholarly research articles, policy briefs, and events such as roundtable discussions, public policy forums, and conferences.

Other output by the Policy Center for Competitiveness include the work of former center director on "Political dynasties and poverty: measurement and evidence of linkages in the Philippines" published in *Oxford Development Studies* (40 SJR Index) in 2016 which has been adopted as a key reference material in Senate proceedings where an Anti-Political Dynasty Bill was being developed by the Philippine Congress. The works of the current center director, on the other hand, have been used by the National Economic and Development Authority (NEDA) for its poverty reduction programs, and by the Department of Trade and Industry for its Small-and-Medium Enterprise initiatives for the APEC Summit under the "Boracay Action Agenda to Globalize MSMEs."

The following are some of the knowledge outputs of the center:

Table 12 RSN-PCC Publications

| Publication of RSN-PCC | | | |
|---|---|------|--------------------------------------|
| Author/s | Title | © | Publication |
| Rizalino S. Navarro Policy Center for Competitiveness | Five years of world talent report: some notes on the Philippines | 2018 | AIM RSN-PCC Policy Brief 18-003 |
| Rizalino S. Navarro Policy Center for Competitiveness | Policy forum note on the roundtable discussion on SME access to finance | 2018 | AIM RSN-PCC Policy Forum Note 18-002 |
| Rizalino S. Navarro Policy Center for Competitiveness | Policy forum note on the roundtable discussion on innovation and SME competitiveness | 2018 | AIM RSN-PCC Policy Forum Note 18-003 |
| Rizalino S. Navarro Policy Center for Competitiveness | Policy forum note on developing a future-ready Filipino workforce for competitiveness and shared prosperity | 2018 | AIM RSN-PCC Policy Forum Note 18-004 |

Continuation: Table 12 RSN-PCC Publication

| Publication of RSN-PCC | | | |
|---|--|------|---|
| Author/s | Title | © | Publication |
| Rizalino S. Navarro Policy Center for Competitiveness | Federal governments around the world: A comparative perspective | 2018 | AIM RSN-PCC Working Paper 18-002 |
| Rizalino S. Navarro Policy Center for Competitiveness | Drivers of Philippine SME competitiveness: Results of the 2018 SME survey | 2018 | AIM RSN-PCC Working Paper 18-003 |
| Rizalino S. Navarro Policy Center for Competitiveness | Mapping the 4ir at-risk workers in the Philippines | 2018 | AIM RSN-PCC Working Paper 18-004 |
| Rizalino S. Navarro Policy Center for Competitiveness | Entrepreneurial orientation, perceived competitive threat, and competitive strategy among SMEs in and emerging-economy capital | 2018 | AIM RSN-PCC Working Paper 18-005 |
| Rizalino S. Navarro Policy Center for Competitiveness | Obstacles and enablers of internationalization of Philippine SMEs through participation in global value chains | 2018 | PIDS Discussion Paper Series No. 2018-07 |
| Rizalino S. Navarro Policy Center for Competitiveness | The challenges to SME market access in the Philippines and the role of business associations on SME development | 2018 | Asia-Pacific Foundation of Canada for the Project |
| Rizalino S. Navarro Policy Center for Competitiveness | Tracking Philippine competitiveness: The world competitiveness yearbook 2018 | 2018 | AIM RSN-PCC Policy Brief 18-001 |
| Rizalino S. Navarro Policy Center for Competitiveness | Philippines' digital competitiveness ranking: Some notes and implications | 2018 | AIM RSN-PCC Policy Brief 18-002 |

Governor Jose B. Fernandez, Jr. Center for Banking & Finance

The Gov. Jose B. Fernandez, Jr. Center for Banking and Finance focuses on providing venues for research and discussion of issues in the banking and financial services industry, as well as strategies to improve competence among Asian financial managers. The Center conducts training seminars primarily to develop competence amongst financial managers in the banking and financial services sector. Its research on wealth management and sustainable finance is intended to help Asian financial managers reconcile economic performance with social and environmental impact.

The Center also continues its collaboration with professional associations, and in partnership with Chartered Financial Analyst (CFA®) Society Philippines, hosts academic events, conferences and training sessions for key certification requirements.

Dr. Andrew L. Tan Center for Tourism

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

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

These are some of the center's published works:

Table 13 ALT Tourism Center Publications

| Publications by Dr. Andrew L. Tan Center for Tourism | | |
|---|------|---|
| Title | © | Publication |
| A framework toward sustainable ecotourism value chain in the Philippines | 2018 | Journal of Quality Assurance in Hospitality and Tourism ABS1 |
| Framework for creating sustainable tourism using systems thinking <i>In collaboration with Dr. Andrew L. Tan Center for Tourism</i> | 2018 | Current Issues in Tourism ABS2 |
| Boosting the Philippine economy through sustainable tourism | 2018 | The World Financial Review |
| Business for Society: AIM-DLSU Case Book AIM Case Contributors: <ul style="list-style-type: none"> ▪ Surviving Typhoon Haiyan ▪ Sofee's Agro Industrial Farm ▪ Gaijin at the Helm A & B ▪ Who is the worthy successor? | 2018 | C & E Publishing, Inc. |

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

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

In July 2018, BIRLA organized the first Asian Family Business Case Competition (AFBCC) which gathered students across Asia to analyze unique real-life family business issues and produce original, innovative, relevant, and practical solutions. A total of eight teams from Philippines, Malaysia and Indonesia attended the competition.

These are some of the published works by BIRLA:

Table 14 Published Works by BIRLA

| Publications by BIRLA | | |
|--|------|---|
| Title | © | Publication |
| Living the Shell Core Values | 2017 | Routledge |
| Another look at demand-side digital piracy | 2017 | DLSU Business and Economics Review |
| Trevor Family-Business Compensation Framework: Is it fair? | 2018 | SAGE Business Cases |
| Balancing Family and Business Outcomes: The Case of the Controversial Niece | 2018 | SAGE Business Cases |
| Next Generation Succession: Take Over or Leave VDC Dairy Farm | 2018 | SAGE Business Cases |



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

ACCeSs@AIM is AIM's first corporate laboratory and the first of its kind in the Philippines. Established in 2018, it is envisioned to lead and promote the use of complex systems science, data analytics, artificial intelligence, and computational models to support innovation in industries, government agencies, and other sectors. With a multidisciplinary team of experienced and highly trained scientists, entrepreneurs, economists, and engineers who work closely together, ACCeSs@AIM aims to be a leader in developing actionable insights as well as creating practical solutions to challenges experienced by its multisectoral clients and partners. To solve and model these real-world problems, ACCeSs@AIM's competencies go beyond mainstream data science techniques. The team's expertise in complexity science, network science, and multiagent systems modeling provides clients with second to none service. The lab houses a 500-teraflop supercomputer (the fastest in the country and only second to Singapore in Southeast Asia) to complement its team's technical prowess.

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

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

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

Conference Engagements

Our President and Dean had shown thought leadership in responsible management education throughout her tenure. She had shared her expertise and perspectives in various conferences such as The Global 100 Executive Roundtable Corporate Knights and Principles for Responsible Management Education (PRME) at the Davos World Economic Forum in 2018, as well as in various conferences organized by Association of Asia-Pacific Business Schools (AAPBS), Association to Advance Collegiate Schools of Business (AACSB), and European Foundation for Management Development (EFMD).

Other conference engagements include one of our faculty members who had presented "Agency cost mitigation in listed Philippine family businesses" in European Academy of Management (EURAM) in June 2018. Another faculty member had presented "Santo Broadcasting Company: Moving forward or held back in time 2018" in International Family Enterprise Research Academy (IFERA) Conference in 2018. Our PRME



representative, Professor Felipe Calderon, had also attended numerous events and conferences as a resource speaker to promote SDGs and responsible business and finance.

Progress to be made

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

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

Principle 5. Partnerships

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges

AIM continues to forge and foster mutually enriching partnerships that promotes sustainable development of Asian businesses and societies and the development of Asia's future business leaders. To co-create value and impact to various sectors, we have partnered with academe, industry, corporations, and public institutions.

The following highlights our partnership initiatives:

- The School of Executive Education (ExecEd)** is one of our executive development arms which helps foster partnerships with other organizations. The School links the Institute to the business world by continuously developing Asian leaders and managers through its leading-edge, differentiated, and results-oriented Executive Education programs. Most of the ExecEd's client-participants come from the top 100 companies in the country, ranging from first-line managers, unit supervisors, and entrepreneurs to middle and upper level managers, functional leaders and specialists, as well as family business owners. These participants, with diverse educational backgrounds, also come from entrepreneurial startups, government agencies, NGOs, and even religious organizations. Leaders in Innovation Fellowship (LIF), one of its custom programs, is a collaboration between the UK's Royal Academy of Engineering (RAE), the Philippine Department of Science and Technology (DOST), and the Institute, designed for academic researchers in universities and R&D institutes and geared towards enhancing the researchers' entrepreneurial capacity, and likewise, improve the commercialization of their technology. Since completing the program, many LIF alumni have successfully founded startups, received funding, are patenting their innovations, and vigorously marketing their products.

The following are some of the other custom programs of ExecEd for various organizations:

Table 15 Examples of ExecEd's Programs

| CLIENT | PROGRAM | PARTICIPANTS |
|----------------------|--|--|
| Broadcasting Company | <p>High Potential Acceleration Program</p> <ul style="list-style-type: none"> A combination of the Management Development Program (MDP) and the Executive Development Program (EDP) Designed to transform participants into strategic thinkers and effective managers with a mastery of functional skills and an integrative, value-creating mindset. | <p>MDP: Department Heads</p> <p>EDP: Division Heads being groomed for GM Roles</p> |

Continuation: Table 15 Examples of ExecEd's Programs

| CLIENT | PROGRAM | PARTICIPANTS |
|--------------------------------------|---|--|
| Cement Company | <p>Management Development Program</p> <p>Program objectives:</p> <ul style="list-style-type: none"> ■ Broaden the participants' knowledge of cross-functional and strategic thinking, integrating the different management functions through project application; ■ Develop effective process managers capable of understanding situations, improving systems, and implementing projects that will help in achieving organizational goals and KPIs, and ■ Assist in identifying talents in the succession planning of the organization. | Executives and Managers being groomed for higher responsibilities |
| Engineering and Construction Company | <p>Leadership Development Program</p> <ul style="list-style-type: none"> ■ Develop the organizational capability and build a high performing culture in the company, with participants capable of following on execution in all activities. ■ Participants attended all or specific modules addressed to their respective groups. | Executives, Senior Managers, Supervisors |
| | <p>Management Development and Leadership Program</p> <ul style="list-style-type: none"> ■ Develop strategic business thinking skills ■ Focus on customer centricity and stakeholder management. ■ Build and lead a high performing team. | Department, Project, and Engineering Managers |
| International Bank | <p>Risk Management Program</p> <ul style="list-style-type: none"> ■ Sharpen the risk management skills of participants, and help the organization gain competitive advantage. ■ Enable the participants to think beyond the risk management processes, and enable them to apply classroom learning into the workplace. | Risk Control Executives |
| Fast Food Company | <p>Emerging Leaders Program</p> <ul style="list-style-type: none"> ■ A fast-track development program prepared to prime its participants for personal and leadership transformation. ■ The program's progression of themes, modules, topics, and learning activities helped each of participants get to know more about themselves, the business, and their leadership capability. | Restaurant Managers and Officers of Head Office who may assume Area Manager or Department Head posts |

- The Stephen Zuellig School of Development Management (ZSDM)** also establishes partnerships that are focused on development management and disaster risk and crisis management. Its Development Executive Programs (DEPs), which are short non-degree courses of five to ten days on focused topics significant to development professionals, broaden ZSDM's reach across government and non-profit sectors, and its aim to mold problem solvers, change agents, and effective collaborators who will be the next generation of development leaders who can create public value and sustain public good. Knowledge, skills, competencies, tools and innovative techniques are taught to address the issues in the workplace that can lead to more efficient delivery of services and promote sustainable poverty alleviation programs.

The following are some of ZSDM's professional development programs for various organizations:

Table 16 Examples of ZSDM's Professional Development Programs

| PROGRAM | BRIEF DESCRIPTION | PARTICIPANTS |
|--|--|--|
| Leading Innovations in Public Financial Management System Program for the Ministry of Finance, Islamic Republic of Afghanistan (LIPFMS-MOF-AFGHANISTAN)) | The Leading Innovations in Public Financial Management and System Program provides the participants with advanced knowledge and skills in public financial management and aid management to effectively strengthen their organization's PFM infrastructure, introduce innovative tools, establish tool box, and carry out reforms. The program seeks to encourage participants to develop and improve management system that involves accountability, allocation, disbursement, coordination, interoperability, and system of transparency. Duration: 10 Days | Leaders and personnel of the Ministry of Finance of the Islamic Republic of Afghanistan. |
| Strategic Disaster Risk Management Leadership Program for Roman Catholic Archdiocese of Manila (Caritas Manila) | The program puts emphasis on management and leadership aspects that will enable participants to (i) analyze and evaluate considerations and implications of disasters and crises, (ii) design strategic interventions and develop implementable plans, (iii) lead and mobilize diverse functions, teams and skills for results. Duration: 10 Days | Priests and volunteers of parishes coming from the social service, disaster, health and parish pastoral council. |

Continuation: Table 16 Examples of ZSDM's Professional Development Programs

| PROGRAM | BRIEF DESCRIPTION | PARTICIPANTS |
|---|--|--|
| Transformational Leadership and Organizational Development for NGCP Leaders | This leadership program is designed to equip power sector leaders with required skills and capabilities to successfully lead their teams and organization through changes and development. It also integrates social responsibility and sustainable development principles, as well as groundbreaking strategies such as design thinking, systems thinking, and data insighting to enhance the participants' strategic approach, solving techniques, and innovativeness that will benefit their stakeholders. Duration: 27 Days | National Grid Corporation of the Philippines (NGCP) top officials. |
| Leadership and Management Development Program for Internists Towards Achieving Health and Development Impact (LMDP-Internists) | To enhance the managerial competencies and leadership skills of the Philippine College of Physicians (PCP) officers and members leading towards a greater public good with societal impact. This will be undertaken through classes and through mentorship in their strategic management paper anchored on a real management dilemma. Duration: 5 Days | Standing and Working Committees' leaders The 30-chapter leaders who are geographically positioned to deliver PCP advocacy and services. |
| Leadership and Management Development Program for Senior Managerial Level Public Sector Officials of Sri Lanka | The NHRDC plans to increase its scope by giving more exposure to higher managerial level public sector officials, expecting to improve their competencies for effective and efficient Public Sector in Sri Lanka. Duration: 5 Days | Secretaries, Additional Secretaries, Senior Assistant Secretaries, Director Generals and Directors of the Government of Sri Lanka. |
| Leadership for Social Impact: Leading Innovations for Social Outcomes Program of Teach for the Philippines-Level II (LFSIP-TFP) | The program combines the principles of Leadership and Personal Branding, Analyzing the Development Environment and Leading Social Innovations with design thinking as the methodology to ideate and create possible solutions to identified problems or gaps in social environment. Duration: 5 Days | TFP teacher fellows and alumni |
| Agricultural Leadership and Project Management Principles for Natural Farming Fellow (ALPMP- Andhra Pradesh, India) | Andhra Pradesh Government has taken the pioneering step in addressing the challenges to food security by embarking on a very large climate resilient, Zero Budget Natural Farming Programme (ZBNF) under the institution of Rythu Sadhikara Samsthad (RySS), Department of Agriculture. Duration: 5 Days | Natural Farming Fellows, ZBNF, Federal State of Andhra Pradesh, India. |

Apart from partnerships with development organizations such as Plan International, Doctors without Borders, Asia-Pacific Network for Health Systems Strengthening, Oscar M. Lopez Center- Science for Climate Resilient Communities, League of Corporate Foundations, and others to promote sustainable development, ZSDM has also partnered with different institutions such as United Nations, World Bank, Asian Development Bank, Japan International Cooperation Agency, ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH or GIZ, ARISE Philippines, National Disaster Risk Reduction and Management Council, Department of Science and Technology, Philippine Disaster Resilience Foundation, and others to expand knowledge base and innovate ways for disaster risk and crisis management.

ZSDM also has regularly hosted the Ambassadors’ Fora, which has featured talks by the Ambassadors of Switzerland, Belgium, Canada, Turkey, Britain, Sri Lanka, and the US in the past three years.

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

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

Table 17 Cohort Program

| 8 COHORT ONE INCUBATOR LOCATORS (C1IL) | |
|---|--|
| <p>ANTIPARA An underwater mapping and assessment service that allows visualization and understanding of undersea assets</p> <p>FUTURISTIC AVIATION AND MARITIME ENTERPRISE, INC. (FAME) Aviation and maritime vessel transponders that are easily deployable and affordable; the idea is to provide aid in making air and sea travel safer</p> <p>INVESTED A student loan program that empowers low-income students to finish their degree and succeed in employment and repayment</p> <p>PAYRULER A comprehensive end-to-end solution that streamlines, automates, and integrates a company’s HR and payroll processes in a full-suite system that covers the entire employee lifecycle from recruitment to retirement</p> | <p>RETAILGATE Harnesses the power of artificial intelligence, automation, and analytics to help brick-and-mortar retailers gain the competitive intelligence to stay ahead of competition through data-driven strategies</p> <p>RUROK INDUSTRIES A performance bike design brand built on true innovation and engineering with a strong focus on customer experience</p> <p>STYLE GENIE A fashion-tech company focused on providing software-and-a-service to retail brands, and data-driven styling subscription services to consumers</p> |

Table 18 ADB Program

| 1 ADB PROGRAM INCUBATOR LOCATOR (ADB PIL) | |
|---|---|
| TATAK DIGITAL ID | A digital ID company that provides individuals a trusted and authoritative online digital ID for signing up to financial institutions, financial technology, and digital services |

Table 19 Open Mentorship Program

| 11 OMP INCUBATOR LOCATORS (OMPIL) | |
|---|--|
| AGRABAH MARKETPLACE A farm-to-table agricultural technology platform for the direct distribution and sales of agricultural produce to give farmers a higher profit share while providing consumers value for their money | NIPA BREW A brand of artisanal, locally handcrafted beverages |
| KUMU A livestream and content platform for Filipino communities | PAZEBALL A location-based social sports app that connects people with the best trainers to engage them into sports training activities |
| LEXMEET An online legal consultation platform and marketplace of all legal products and services | STOCK KNOWLEDGE An e-learning platform for easier and more enjoyable studying |
| LURNSPACE A service platform that uses analytics and inclusive design principles to make learning more fun and social | PARENT UP An SMS-based support line that helps low-income teenage and young first-time mothers get maternal and infant health information and emotional support |
| MICAB A taxi-hailing application founded in Cebu that currently serves Cebu, Davao, Iloilo and Metro Manila users | |
| MILKTRACK A digital health-technology platform that provides efficient, convenient, and reliable access to safe human milk | |

- AIM Consulting, Inc.** is our consulting, advisory, and commercial research business unit. It is mandated to leverage and consolidate faculty consulting expertise for the mutual benefit of the Institute and client organizations. A fully-owned subsidiary unit of the Institute, it was launched in late October 2016. The current focus areas of AIM Consulting are Data Science and Analytics, Marketing and Innovation, Strategy and Planning, and Leadership and Talent. AIM faculty have had expertise in complexity science, machine learning, artificial intelligence, predictive modeling, corporate and business unit strategy, strategy mapping and balance score cards, family corporations, competency mapping, marketing and brand strategy, positioning and extensions, key account management, innovation, and design thinking. Ongoing projects with leading clients, such as Ayala Corporation and Security Bank, focus on data science, machine learning, and analytics. Some of the client engagements in the pipeline include projects in Transportation



and Insurance, among others, concentrating on policy and growth prospects as well as customer acquisition strategies.

- **Alliances with Academic Associations and Organizations.** AIM has maintained its accreditation status with the Association to Advance Collegiate Schools of Business (AACSB), and in alignment with AACSB's standards of innovation, engagement, and impact, the Institute continues to provide quality management education based on socially responsible curricula.

AIM continues to be an active member of PRME, the Association of Asia-Pacific Business Schools (AAPBS), European Foundation for Management Development (EFMD), Global Business Schools Network, Global Network for Advanced Management (GNAM), International Management Development Network, International University Consortium for Executive Education, Pacific Asian Consortium for International Business Education and Research (PACIBER), Partnership in International Management (PIM), Academy of Business in Society (ABIS), and International Association for Management Development in Dynamic Societies (CEEMAN).

AIM continues to sustain linkages with other international organizations such as the Association for Southeast Asian Nations (ASEAN), Asia-Pacific Economic Cooperation (APEC), International Initiative for Impact Evaluation (3IE), and various UN and World Bank agencies through its various projects and program delivery. Our other ongoing projects in collaboration with multi-sectoral and government agencies across our Executive Education, Research Centers and other units, have also gained traction within our local, national, and regional arenas. We are also in the initial stages of exploring long-term partnerships with international institutions to offer joint and/or dual master's degrees and undergraduate programs in management.

Progress to be made

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

Principle 6. Dialogue

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

AIM has always been actively involved in facilitating and supporting meaningful dialogues and exchanges of ideas concerning global social responsibility and sustainability as evidenced by the work that we have been doing through our various research centers and schools as discussed in the previous pages, particularly in Principles 4 and 5.

We have continued organizing “Development at Work” (Dev@Work) series, a free and open-to-the public event which provides a platform for meaningful discussions and debate on issues pertaining to leadership and development management. AIM alumni and students, apart from being participative attendees, were also the resource persons in some of the events.

The following are some examples of Dev@Work:

Table 20 Examples of Dev@Work Events

| Topic | Speakers | Date |
|---|---|----------------|
| Emerging Trends in Urban Planning and Development: Asian Perspective | Richard Peiser, Harvard Graduate School of Design, and Du T. Huynh of School of Public Policy and Management, Fulbright University of Vietnam | March 13, 2018 |
| Political Strategy in Development | Henry Grageda, AIM Alumnus, Senior Program Officer and policy researcher at The Asia Foundation | March 20, 2018 |
| Technology and Big Data: Trends in Global Development and Disaster Management | Dr. Erik Wetter, Asst. Professor at Stockholm School of Economics, visiting professor at ESSEC Business School in Paris and Co-founder and Chairman of Flowminder.org, a non-profit organization that is engaged in applied data science which focuses on disaster response, socioeconomic analysis and precision epidemiology. | March 23, 2018 |
| Developing Social Impact Bonds for Employment | Speakers at the session included representatives from the Department of Labor and Employment and Happy Helpers social enterprise | June 8, 2018 |

| Topic | Speakers | Date |
|---|---|-------------------|
| Energy Sector for Disaster Resiliency and Crisis Management: Empowering Knowledge into Action | Speakers at the session included representatives from the Safety and Health Association of the Energy Sector, Inc. (SHAPES) and Department of Energy (DOE) | July 10-11, 2018 |
| 4th Industrial Revolution and Development Management | Mr. Motoo Konishi, World Bank Country Director in the Philippines from 2012–2016, and Mr. Sreeni Narayanan, founder and Group Managing Director of Asia Society for Social Improvement and Sustainable Transformation (ASSIST) | July 14, 2018 |
| Sanggunihan at Bayanihan Kontra Droga (Forum on Anti-Illegal Drugs Initiatives): A Local Policy Forum | Speakers at the session included representatives from the SEOIL Foundation Inc. (SFI), the Department of the Interior and Local Government- National Capital Region (DILG-NCR) | July 25, 2018 |
| Pechakucha Night: Stand in the Gap (challenges and issues encountered in humanitarian, emergency and disaster settings) | Speakers at the session included representatives from MSF/Doctors without Borders | August 6, 2018 |
| Health-Systems Strengthening for Disaster Preparedness and Management | Speakers at the session included representatives from Asia Pacific Network for Health Systems Strengthening (ANHSS) including Dr. Yeoh Eng Kiong, OBE, GBS, JP of The Jockey Club School of Public Health and Primary Care; World Health Organization (WHO), and Asian Development Bank (ADB) | August 31, 2018 |
| A Walk to the World We Want: How Collaborations can Create Meaningful Change | Jaton Zulueta, AIM MDM Student and founder of AHA Learning Center, free afterschool program for public school children | October 16, 2018 |
| Sustainable Development in Asia: Solutions to Sustainable Development Challenges | AIM MDM Class of 2018 | November 19, 2018 |

ZSDM had also held the second disaster risk and crisis management annual conference entitled: *Strengthening Resilience of Asian Communities and Organizations Conference*, held last November 2018, free and open-to-the-public, and attended by local and international disaster risk and crisis management leaders and organizations. Exchanges of ideas regarding disaster management concerns and possible solutions for disaster resilience, microfinance and micro-insurance for disaster, climate change, and post-disaster problems took place.

Another yearly event organized by AIM which promotes dialogue and debate among various sectors is the *SWS Survey Review*. The AIM Rizalino S. Navarro Policy Center for Competitiveness (AIM RSN PCC) and Social Weather Stations (SWS), with support from the Konrad-Adenauer-Stiftung (KAS) Philippines Office, annually host the *Social Weather Stations (SWS) Survey Review* which presents a summary of results of the different social surveys conducted by SWS with topics ranging from politics, economics, development, international relations, among others. The presentation is led by the SWS president and will then be followed by comments and analyses by experts from the academe, private sector, government, and other key sectors. The attendees ask questions and/or provide their insights or recommended solutions for concerned sectors.

Our representative to the United Nations initiative on Principles for Responsible Management Education, Professor Felipe Calderon, PhD, who is also the head of the Washington SyCip Graduate School of Business, Executive Director of Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance, has also been actively involved with organizations and initiatives that promote SDGs. He had also delivered numerous speeches and lectures on sustainability and responsible business and finance including the following:

1. Speaker and Moderator, "Environmental and Social Risk Management for Philippine Banks," organized by Bangko Sentral ng Pilipinas and International Finance Corporation, June 28-29, 2018.
2. Speaker, "Achieving Breakthrough Results Through Strategic HR: Sustainability Management Goals in Human Resource," organized by the Civil Service Commission of the Philippines, July 19, 2018.
3. Speaker, "Executive Forum on Environmental, Social and Governance: Humanizing Financial Services Through Financial Inclusion and Sustainable Finance," organized by Maybank Foundation, August 29, 2018.
4. Panel Resource Speaker, "Responsible Finance Workshop," organized by ASEAN Bankers Association, WWF and Bankers Association of the Philippines, October 16, 2018.
5. Moderator, "The Time is Now: Sustainability and Innovation in Real Estate," organized by Lamudi, October 18, 2018.



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

Progress to be made

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

Future Perspectives/ Key Objectives

AIM, guided by its vision and mission, will continue to promulgate the principles of sustainability, social responsibility, and responsible management education. We are also guided by the words of our Founder and Chairman Emeritus, Mr. Washington Sycip, whom we have lost in 2017. He once said:

“We must have more enlightened business leaders. We must have leaders who will think of what is good in terms of the country as a whole – not just in terms of profits for themselves. Enlightened leaders would have a lot to do with the kind of private enterprise we will have. This is important for the country as a whole. And it seems that we cannot have this type of leadership without this type of school!”

AIM will continue to review and improve its programs and strategies to align with the principles of sustainability, social responsibility, and responsible management education. We will also influence others and collaborate with individuals and organizations to practice the same.

The following are some of our future initiatives to strengthen this:

1. Partnership with Commission on Higher Education (CHED) to equip academic leaders and representatives from State Universities and Colleges (SUCs) with concepts, frameworks, principles and innovative tools that will assist them to perform, to all intents and purpose, their mandated leadership functions. These will also strengthen their problem-solving, decision-making and team-building skills given the challenges of the 21st century learnings and the new perspective of the 4th industrial revolution. Topics include *Evidence-based Leadership and Management of 21st Century Education Systems* and *Academic Mission of SUCs: Administration, Management and Leadership Aspects in IR 4.0*
2. AIM's research and knowledge materials in the pipeline include: *Employers can Mobilise a Gender-diverse Workforce; Mapping Philippine Workers At Risk of Automation in the Fourth Industrial Revolution; Barriers to Scaling-up of Women-owned SMEs in the Philippines; How Facilities Design Affects Patient Safety, Quality, and Productivity?; and Decentralization, Fiscal Independence, and Poverty in the Philippines.*
3. EMDRCM program will have its first cohort in 2019 and this will create waves of meaningful impact to different regions and organizations in the country as well as open more partnerships, avenues, and discussions for collective disaster resilience. The third disaster management conference will center on water-related disasters and crises and the effects of climate change.
4. Apart from the regular initiatives of schools and centers, other initiatives in the pipeline include: partnership with MIT's Sloan School of Management for world class Family Business Program; *Business Action for Climate Resilience Workshop* for business leaders and practitioners to identify ways on how to increase ecosystem-based adaptation (EbA) investments in the Philippines;

Environmental Risk Management lecture for heads of top local banks and financial institutions; a forum in developing and growing the business family segment for private bank and wealth management executives in partnership with a senior adviser from *Cambridge Family Enterprise Group*; and *Executive Immersion Program* for the ministers and leaders of the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) to be attended by Dr. Chetan Kumar of the United Nations Development Programme (UNDP).

AIM, in collaboration with Bankers Association of the Philippines, WWF, and Earth Security Group, will hold a 2-day workshop entitled, *Sustainability Officer Program for Financial Institutions*, which will explore the emerging mandate and broad expectations for bank Sustainability Officers in response to regulatory guidelines on sustainable finance and reporting of the Bangko Sentral ng Pilipinas and the Securities and Exchange Commission.

5. AIM, through the Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance, will conduct a program, anchored on sustainability management and leadership entitled, *Implementing Sustainability in Publicly Listed Companies (PLCs) and Small & Medium-sized Enterprises (SMEs)*. It intends to equip leaders and managers of PLCs and SMEs with a renewed outlook on sustainability management, sustainability reporting, and to integrate new tools into the accounting and monitoring processes to help build and improve capacity, skills and knowledge on corporate and business transparency and monitoring for sustainable decision-making.

Sustainability on Campus

AIM continues to raise social responsibility and environmental awareness among its faculty, students, staff, and other stakeholders. We have also taken measures to ensure the productive use of our resources and to continuously effect proper waste disposal. The Institute as a whole and its students have conducted many eco-awareness and energy-saving projects including replacing bulbs and equipment for more energy-saving ones, placing nudging signages in campus, conference and lounge areas and the dormitory, and participating yearly in Earth Hour.



References

AIM Materials:

AIM AACSB Reports (2015-2019)
AIM Annual Reports
AIM Facebook Page
AIM Knowledge Resource Center
AIM Research and Publication
AIM Website

Other Websites:

ALTIS GSBS. (2018). *Land Title Solutions*. Retrieved from <https://altis.unicatt.it/>: <https://altis.unicatt.it/altis-gsvc-global-finals-2018-teams-land-title-solutions>

East West Seed Group. (2018, April). *The winner of the EWS Innovation Olympics is revealed*. Retrieved from <https://www.eastwestseed.com/>: <https://www.eastwestseed.com/news/the-winner-of-the-ews-innovation-olympics-is-revealed>

GK. (2014). *Gawad Kalinga*. Retrieved from <http://www.gk1world.com/>: <http://www.gk1world.com/home>

PRME. (2020). *PRME Overview*. Retrieved from <https://www.unprme.org/>: <https://www.unprme.org/about-prme/index.php>