



**ASIAN INSTITUTE OF MANAGEMENT**

**PROGRESS REPORT**

**UNITED NATIONS PRINCIPLES FOR  
RESPONSIBLE MANAGEMENT  
EDUCATION**

**June 2010**

## Message from the AIM President

Since its establishment in 1968, AIM's mission has been to make "a difference in sustaining the growth of Asian societies by developing professional, entrepreneurial, and socially responsible leaders and managers" for Asia's developing and developed economies. In the context of Asia's rapid economic growth, alongside poverty and rising inequality, AIM has a responsibility to produce managers who possess integrity and high ethical standards, and who will endeavor to humanize the corporation, understand the ethical implications of management decisions, and feel personal responsibility for the communities wherein they operate. With this as an end goal, social impact and development topics are inherent in AIM's degree courses and research centers. In 2006, corporate social responsibility (CSR) became a core module for MBA students.

AIM's support of the UN Principles for Responsible Management Education (PRME) beginning November 2008 has been further proof of AIM's original commitment and has strengthened the Institute's efforts to realize its mission.

AIM has three schools: 1) business, 2) development management, and 3) executive education. The Center for Development Management (CDM) is AIM's response to the challenge of sustaining Asian development. CDM's degree and certificate programs seek to produce development catalysts who are capable of implementing programs with the largest impact on the poorest and focused on building strong institutions for sustainability. In the roster of AIM faculty are regional experts on CSR, governance, development management, environmental management, and social entrepreneurship.

AIM has been involved in social development, public policy, and governance also through its research centers: a Policy Center, a Center for Banking and Finance, as well as the innovative Center for Corporate Social Responsibility, Center for Corporate Governance, Center for Bridging Societal Divides, and new Center for Asian Business Transformation.

AIM holds the distinction of being the first graduate school of management in the world to receive ISO 14001 Certification for its Environmental Management System. The institution-wide EMS aims to increase environmental awareness and ensure productive use of resources. In 2001, AIM was honored with the 1st Beyond Grey Pinstripes Award for Business School Innovation in Social Impact Management. In 2002, AIM was selected by the World Bank as its strategic partner through the establishment of the AIM-WB Development Resource Center, making AIM the world's first private management institution to partner with the World Bank. AIM has also been designated by the Asian Development Bank as a partner in knowledge creation and management.

This first progress report illustrates AIM's efforts to implement the PRME in the past 18 months and its related objectives in the coming 18 months. While the adoption of the PRME is a work-in-progress, AIM, with the submission of this report, reaffirms its pledge to apply the PRME. We are honored to be part of this global endeavor.



EDILBERTO C. DE JESÚS  
President

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## About the Asian Institute of Management

The Asian Institute of Management (AIM) is a pioneer in international management education in Asia. It was established in 1968 in partnership with Harvard Business School, the Ford Foundation, and visionaries of the Asian academic and business communities. Upon its founding, AIM declared its commitment towards making a difference in the sustainable growth of Asian societies. Today, AIM is one of the leading graduate schools of business and management in the region. Its programs and research focus on the nexus between business and development in Asia.

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

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

At AIM, we train business, government, and civil society leaders to manage the challenges and opportunities of a rapidly integrating Asian region. Armed with a clear understanding of how to do business in Asia, our more than 38,000 graduates in 76 countries have made their way to the top of the world's leading companies and organizations.

At AIM, we train leaders for change.

# The UN Principles for Responsible Management Education

## Principle 1

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

## Principle 2

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

## Principle 3

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

## Principle 4

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

## Principle 5

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

## Principle 6

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

## AIM's Schools and Programs

Principles Addressed: 1, 2, 3, and 5

AIM has created programs specifically for Asian needs and uses an approach attuned to the Asian mind and to Asian problems. AIM is organized into schools offering master's degree and non-degree programs. Since 2006, CSR has been integrated in AIM's degree programs.



The W. SyCip GSB's two degree programs—the Master in Business Administration and Master in Management—are global in scope and content, Asian in context and delivery, and designed with emphasis on practitioner-oriented learning.

### **Master in Business Administration (MBA)**

AIM's MBA program is a boot camp for management fundamentals and business knowledge. It stresses three attributes: business thinking, analysis, and decision-making.

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

Based on internal assessment and the results of the Beyond Grey Pinstripes 2009-2010 survey of MBA programs, more than half of the MBA core courses have relevant content addressing social, environmental, and ethical issues.

1. Asian Business Systems
2. Corporate Social Responsibility (CSR)
3. Development of Enterprise
4. Human Behavior in Organizations
5. Management Communication
6. Marketing Management

7. Operations Management
8. General Management/Strategic Management and Ethics

AIM likewise offers more than a dozen electives with content related to ethics, development, and the environment.

- |   |   |
|---|---|
| 1. Brand Equity Management                            | 10. Self-Mastery, Arts, and Spirituality (SMARTS) |
| 2. Bridging Leadership                                | 11. Social Entrepreneurship                       |
| 3. Customer Experience Management                     | 12. Social Marketing for Creating Change          |
| 4. International Financial Institutions               | 13. Sources and Uses of Power                     |
| 5. Investment Banking                                 | 14. Strategic Human Resource Management           |
| 6. Islamic Finance and Banking                        | 15. Systems Thinking                              |
| 7. Islamic Management Tour                            |   |
| 8. Marketing at the Bottom of the Pyramid             |   |
| 9. Results-Based Management: Principles and Practices |   |

From September 2009 to January 2010, the W. SyCip GSB and the AIM Ramon V. del Rosario Sr. Center for Corporate Social Responsibility ran the CSR Seminar titled “Business Leadership and Responsibility,” whose aim was to bring together development (social consciousness) and enterprise (value creation) into the curriculum of all AIM students. The course objective focused on Centering Leadership around Self-Knowledge, Personal Responsibility, and Global Citizenship. The topics covered were The Role of Business in Society (Corporate Citizenship), the CSR Framework, and Managing CSR Projects.

The students attended a series of CSR lectures and case discussions, where they gained theoretical and practical knowledge on how CSR can be formulated and implemented. In the final stages of the seminar, a simulation exercise enabled students to understand how to manage conflicting stakeholder interests. To ensure that students are exposed to actual CSR practices of corporations, they needed to complete group projects focused on CSR programs. AIM and the League of Corporate Foundations of the Philippines developed internship and/or case-writing opportunities for the students.

### **Beyond Grey Pinstripes Survey**

In the Aspen Institute’s 2009-2010 edition of *Beyond Grey Pinstripes*, a biennial survey and alternative ranking of business schools, AIM ranked among the Top 100 business schools anew. Schools in the Top 100 demonstrate significant leadership in integrating social, environmental, and ethical issues into the MBA program. AIM has consistently made the Top 100 ranking since the survey started in 2001.

### **Student Club**

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

## Career Development Activities

AIM's Career Management Services Office continues to follow and implement the Placement and Internship Code of Ethics established in 2006. This aims to put in perspective deliverables from both students and recruiters, and to ensure that students and recruiters comply with placement rules. Company-sponsored students, for example, are reminded to honor their obligations to the organizations they will serve and are excluded from the CV database.

## Master in Management (MM)

AIM's MM program is an 11-month business degree program for mid-career managers. The MM program focuses on building adaptive, transformational, and inspirational leadership skills, while also developing students' strategy formulation and implementation skills. These skills become prerequisites to accelerating the MM graduate through the higher levels of their organizations.

The MM program has three modules:

- **Adaptive Leadership** – the manager as one able to adapt to changing situations. This module is broken down into self-adaptation and mastery, situation adaptation and mastery, and enterprise adaptation and mastery.
- **Transformational Leadership** – the manager as change agent, focusing first on analysis and critical thinking skills, then strategy, and finally the tools of managing change as well as process skills.
- **Inspirational Leadership** – this module focuses on the manager as “missionary,” i.e. articulating the mission of the company and translating it into a vision, empowered by values.



## AIM CENTER FOR DEVELOPMENT MANAGEMENT

The Center for Development Management (CDM) is AIM's response to the challenge of sustaining Asian development. Its mission is to mold the next generation of development leaders and change agents at the development organization level, as well as in government. CDM believes that the resolution for political, societal, and economic issues involves the active engagement of three key stakeholders in development—the state, private sector, and civil society. CDM's Master in Development Management program and certificate programs seek to produce development catalysts who can manage public service delivery programs, including poverty alleviation projects, and are focused on building strong institutions for sustainability.

## Master in Development Management (MDM)

AIM's MDM program trains students to be strategic leaders and change agents in their organizations/countries. Its students are development practitioners in government or not-for-profits who are committed to alleviating poverty in the region. As in the business degree programs, the emphasis is to develop students to be managers, but in the context of government, multilaterals, or NGOs. A unique strength of the program is the diversity among its students, both

with regard to their expertise and country of origin, which contributes to a rich linguistic and cultural learning environment for students who have worked on initiatives for the poor in these fields: medicine, education, housing, microfinance, and the environment, among others.

The MDM has three basic modules:

- **Module 1** – basic understanding of management skills and processes, applied in the development context. Included here are the functional areas, as well as environmental analysis and economics. Around this time, students also do a Rapid Area Assessment where teams of students go to the field to undertake an assessment of an actual area as a synthesizing project.
- **Module 2** – developing skills for strategy formulation, including management of change, leadership, and project management.
- **Module 3** – an integrating module where students focus on electives such as development finance, local governments and public management, and environmental management.

### **Development Executive Programs (DEPs)**

DEPs are a response to the needs of development executives, managers, and staff of development-oriented institutions in the public, private, and non-government sectors. DEPs are short-term, non-degree training and certificate programs on specialized topics relevant to development workers. These trainings are intensive and practitioner-oriented. They combine a variety of methods: lecture, discussion, workshops, case method, and analysis.

CDM offers three types of DEPs: regular certificate programs, special development management topics series, and customized programs. Below is a list of some of CDM's regular DEPs.

1. Design and Execution of Training
2. Developing Responsible Tourism Course
3. Human Resource Management in Development Organizations
4. Leadership and Development Management Course for Young Legislators
5. Leadership for Results-Based Management Principles and Practices
6. Leading and Managing Change
7. Local Government Finance: Budget and Finance Planning
8. Management Development Program for Healthcare: Strategy and Policy
9. Managing Services and Delivery
10. Program for Development Managers
11. Project and Procurement Management Course
12. Project Planning, Development and Management
13. Social Marketing for Development Organizations
14. Strategic Management for Development Managers

CDM offers customized programs tailored to suit the special needs of institutions. With faculty experts from the public and private sectors and a broad network of development specialists and adjunct faculty, the center can design and implement programs on a very broad range of topics in various areas of business and development management. From July 2008 to June 2009, CDM directed the following customized programs:

1. Clean Air Act Program on Basic Management
2. Strategic Management Course for the Philippine Army
3. Strategic Planning Workshop for the Dangerous Drugs Board
4. Study Tour for the Officials of PKSF – An Exposure on Localized Poverty Reduction in the Philippines
5. UNDP-Afghanistan Making Budget Aid Work (MBAW) Project
6. WHO Advocacy Workshop for the Philippine Legislators on Restructuring the Tax System of Tobacco



## **AIM** EXECUTIVE EDUCATION AND LIFELONG LEARNING CENTER

The Executive Education and Lifelong Learning Center (EXCELL) is AIM's answer to companies' demand for continuous education in today's global and highly competitive environment and for managers with trusted capabilities in accomplishing set goals. Its programs transform executives in the Asian region into skilled and well-versed global managers and leaders. EXCELL has run public and customized programs. The Top Management Program it will run in July 2010 will have as its theme "Lasting Profits: Leading Innovation at the Base of the Pyramid for Sustainable Business." Other regular programs that incorporate sustainability and social responsibility are these courses:

1. Basic Management Program
2. Enterprise Wide Risk Management
3. Human Capital Management
4. Management Development Program
5. Managing Family Corporations

From July 2008 to June 2009, EXCELL directed the following customized programs that have sustainability and social responsibility content:

1. Basic Management Program, Management Development Program, and Top Management Program for the Philippine Department of Education
2. Advanced Management Program, Senior Executive Program, and Study Tour for the Government of India
3. Strategic Positioning for Education Leaders for Ordo Sanctae Ursula

In partnership with the AIM Policy Center and Konrad Adenauer Foundation, EXCELL organized in November 2009 the international conference "From State-Owned Enterprises to World-Class Competitors: Creating Innovative and Entrepreneurial State-Owned Firms" in a bid to call attention to the important role that state-owned enterprises play in the developing countries of Asia. One of the main messages from the forum was that state-owned enterprises in Asia must practice good governance to improve their efficiency and effectiveness.

## AIM's Research Centers

Principles Addressed: Principles 4, 5, and 6

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



### ASIAN INSTITUTE OF MANAGEMENT POLICY CENTER

Considered the public policy think-tank of AIM, the Policy Center aims to enhance the overall competitiveness of Asian countries through research and policy studies in the Philippines in particular, and the region in general. The unique contribution of the Center is research that involves real-world experiences of industry, government, and civil society. It convenes various stakeholders through roundtable discussions, workshops, seminars, conferences, and policy briefings that provide venues for collaboration and discussion to encourage the formulation of solutions to public problems.

#### Global and Local Competitiveness Projects

##### 1. World Competitiveness Yearbook

For 14 years, the AIM Policy Center has been the Philippine partner-institute of the International Institute for Management Development (IMD) in collecting data for and producing the *World Competitiveness Yearbook*. The yearbook is reputed as the worldwide reference point on the competitiveness of nations, ranking and analyzing how an economy manages the totality of its resources and competencies to increase the prosperity of its population.

To disseminate and explain the results of the Yearbook to various stakeholders, the Policy Center has been conducting the annual State of Philippine Competitiveness National Conference, where it shows how the Philippines fared in terms of economic performance, government efficiency, business efficiency, and infrastructure against other countries from across the globe. The Center also gives tailor-made presentations to key government agencies and various business chambers across the Philippines.

##### 2. Philippine Cities Competitiveness Ranking Project (PCCRP)

The Center's City Competitiveness Program (CCP) seeks to be a convergence point for principal actors in city development. It provides a venue for multi-sectoral dialogue, research, and consultation assessing the competitiveness and overall development performance of emerging cities.

PCCRP 2009 assessed the competitiveness of the Philippines' 30 major and emerging urban cities to promote healthy competition among them and to provide an environment that nurtures dynamism of local enterprises and prosperity of residents. PCCRP studied six drivers of competitiveness:

- a. Dynamism of Local Economy
- b. Cost of Doing Business
- c. Infrastructure
- d. Human Resources and Training
- e. Responsiveness of LGUs to Business Needs
- f. Quality of Life

Every year, the PCCRP results are presented in a national conference of local government units with the aim of sharing best practices and providing a venue for discussing common issues and concerns faced by the cities. The results are also shown in regional presentations to give local governments first-hand information on the study.

### **3. Doing Business Sub-National Report 2010**

This project was launched in partnership with the International Finance Corp. to measure the performance of 24 cities and relevant national government agencies on three indicators: (a) starting a business, (b) registering property, and (c) dealing with construction permits.

### **Policy Dialogues on Key Issues**

For the year 2009, the Policy Center organized forums on these topics:

1. Viable alternative models for Philippine development such as the social market economy (SME) model
2. Developments of international investment laws
3. Capacity building projects on energy policies
4. Review of outward migration policies through island-wide consultations with stakeholders
5. Trade policy representation
6. Disaster risk management in communities.



The mission of the Gov. Jose B. Fernandez Jr. (JBF) Center for Banking and Finance is to bring together the key players in Asia's banking and financial services industry, promote beneficial business alliances, and host training programs and forums that generate a consensus of industry players as well as research on relevant issues and concerns. The Center also seeks to develop competent Asian financial managers by undertaking research and organizing business forums, review courses, and training programs.

Following is a list of JBF programs in SY 2009-2010 related to values and sustainability.

## Regular Programs

1. **Language of Business Seminar for Journalists.** This seminar is a medium of continuing education for journalists in order to attain better reporting on economics, business, and finance.
2. **Quarterly Risk Management Forum.** In cooperation with the Professional Risk Managers' International Association, the JBF Center has been organizing this forum since 2004, featuring international and Manila-based risk management experts as resource persons.

## Special Programs

1. **Islamic Banking and Finance Seminar.** The seminar was co-organized with the Association of Development Financing Institutions in Asia and the Pacific.
2. **Forums on "Venture Capital in Southeast Asia" and "Business Angel Financing in the Philippines."**



Launched in 2000, the Ramon V. del Rosario Sr. (RVR) Center for Corporate Social Responsibility is one of the first research centers in Asia concentrating on corporate responsibility issues.

## Vision, Mission, and Objective

**Vision:** To become the leading research and networking authority in the area of corporate social responsibility (CSR) recognized by the business communities in the Philippines and in the region.

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

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

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

The Center's activities include case-writing, research, program development, executive education training, and local and regional conferences. Following is a list of RVR Center programs in SY 2009-2010.

1. **8<sup>th</sup> annual Asian Forum on Corporate Social Responsibility (AFCSR) and 7<sup>th</sup> Asian CSR Awards.** The AFCSR is the largest conference on CSR in Asia, while the Asian CSR Awards is the first of its kind in the region to recognize exceptional CSR programs. Over the years, the AFCSR has been held in Bangkok, Ho Chi Minh, Jakarta, Kuala Lumpur, Manila, and Singapore. The 8<sup>th</sup> AFCSR in Manila, which carried the theme “Sustaining CSR in Difficult Times,” drew 494 speakers and participants from more than 20 countries.
2. Development of the “Business Leadership and Responsibility” course for MBA 2010 and of a sub-module in the MM 2010 program
3. Networking – membership in the Global Education Research Network (GERN) and involvement in the creation of the ASEAN CSR network.



The TeaM Energy Center for Bridging Societal Divides was established in 2004 as a leadership training and research center that would provide capacity to address exclusion and inequities towards a society without divides. The Center aims to develop Bridging Leaders who understand societal divides, engage critical stakeholders to take ownership of the problem and its solutions, and work with them to facilitate program interventions that will bridge the divides.

To date, the Center has conducted more than 40 Bridging Leadership trainings and workshops for various sectors (private, government, military, and civil society), conducted several public lectures for development managers, and facilitated consultative meetings to sustain the collaborative processes for the various Bridging Leadership programs conducted. Approximately 2,000 individuals have participated in the Center’s Bridging Leadership endeavors.

## Programs

1. **Bridging Leadership Fellows Program for Muslim Communities.** Sponsored by the Australian Embassy, this one-year fellowship program is designed to develop leaders from Muslim communities in the country. It is intended for leaders who are committed to addressing the human security concerns, high inequality, poverty, and social unrest in Muslim communities.
2. **Islamic Leadership Development Program (ILDP).** Launched in May 2008, the ILDP aims to develop, support, and promote Islamic leadership programs for Muslim communities in the Philippines, Malaysia and Indonesia, in order to develop Muslim leaders who will actively work in reforming the social, economic, political and governance systems in their respective communities towards improving human security and quality of life. It seeks to produce a leadership framework and development program based on the teachings of Islam and effective leadership for the development of Muslim

leaders in the Philippines. A Regional Islamic Leadership Fellows Program was conducted with 13 fellows from the three countries. The two-year project, sponsored by the British Embassy Manila, concluded in April 2010 with the two-day conference "Islamic Leadership in the Changing ASEAN: Fostering Peace and Development." The forum speakers and participants came from Brunei Darusallam, Indonesia, Malaysia, and Philippines. The TeaM Energy Center is building the platform to bridging Filipino Muslims to an ASEAN Ummah through the Center's work in Islamic leadership development.

### 3. Jollibee Foundation Citizen Responsive Leadership Development Program

### 4. Public Programs



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

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

Since January 2009, the Center has conducted these events and initiatives:

1. Roundtable discussion with the Millennium Challenge Corporation to help evaluate a proposal for a \$150 million grant to the Bureau of Internal Revenue, Bureau of Customs, and the Ombudsman's Office
2. Public forum and roundtable discussions with Michael Johnston, author of *Syndromes of Corruption*, on developing anti-corruption strategies
3. Corporate Governance Improvement Project for the Energy Development Corporation completed in July 2009
4. **Promoting Accountability in Business Project.** The main components of this project are (a) an anti-corruption pledge among businesses, (b) focus group discussions, (c) anti-corruption workshops, and (d) a business ethics and anti-corruption website. The one-year project began in February 2010 and is sponsored by the Center for International Private Enterprise.



ASIAN INSTITUTE OF MANAGEMENT

**DR. STEPHEN ZUELLIG**

CENTER FOR ASIAN BUSINESS TRANSFORMATION

The Dr. Stephen Zuellig Center for Asian Business Transformation was established in May 2010 in recognition of Dr. Stephen Zuellig's leadership and commitment to the development

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

## AIM's Research Initiatives

### Principles Addressed: 3 and 4

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

#### A. AIM Journal of Asian Management (JAM)

In February 2009, AIM launched the AIM JAM. The maiden issue was a special edition on CSR. Listed below are the titles of the articles, mostly written by AIM professors.

1. CSR and Collaborative Partnerships
2. Some Approaches to Developing Useful CSR Metrics
3. The Evolution of CSR: Stages, Issues and Trends—A Comparison Between the United States and the Philippines
4. Communicating CSR Initiatives: Framework, Issues, and Challenges
5. Research Note: CSR Program Thrusts and Management Strategies in Asia: An Analysis of Company Entries to the Asian CSR Awards

The second issue contained two relevant articles: "Feeding Asia's Population in the New Millennium" and "Framework for Financial/Fiduciary Risk Management in International Aid Agencies."

#### B. AIM Policy Center Publications

1. Migration, Development and Policy Reforms
2. Discussion Paper on Local Energy Planning
3. Petroleum Smuggling in the Philippines: An Update
4. Social Market Economy: A Viable Development Option for the Philippines?
5. State of Philippine Competitiveness 2009: Infrastructure Gaps and National Competitiveness
6. From State-Owned Enterprises to World-Class Competitors: Creating Innovative and Entrepreneurial State-Owned Firms
7. Recent Developments in International Investment Law

#### C. RVR Center Research Outputs

1. Research and case-writing on CSR-related issues – Capacity Building of Mining Stakeholders on CSR, CSR in mSMEs (Philippines and Regional Study), Public-Private Partnerships
2. Survey Research (Asia) – CSR in Times of Crises; Societal Impact of CSR; CSR Management Practices in Asia; CSR Partnerships, and Public Policy and CSR; and the GERN Responsible Leadership Survey.

#### D. RVR-CV Starr Center Publication

*Trends in Corporate Governance Practices* (book)

## Partnerships and Alliances

### Principles Addressed: 5 and 6

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

#### **A. Academic Alliances**

AIM has alliances with more than 30 educational institutions in Asia, Australia, Europe, Latin America, and the USA. Under the International Student Exchange Program, high-performing MBA students can choose to study in any of 39 MBA partner business schools in Europe, Asia, Australia, and the Americas.

#### **B. Alliances with Academic Associations and Organizations**

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

#### **C. Alliances with Key Multilateral and Intergovernmental Organizations**

AIM has strong linkages with the ASEAN Foundation, Asian Development Bank (ADB), Asia-Pacific Economic Cooperation, International Monetary Fund, International Finance Corporation, Japan Bank for International Cooperation, Southeast Asian Regional Center for Graduate Study and Research in Agriculture, United Nations Development Programme, and the World Bank.

In 2002, AIM was selected by the World Bank as its strategic partner through the establishment of the AIM-WB Development Resource Center, making AIM the world's first private management institution to partner with the World Bank. AIM was also designated by the ADB as a Center of Excellence and a partner in knowledge creation and management.

In 2008, AIM and the ASEAN Foundation embarked on a project to establish CSR Asia, the first independent, self-sustaining network of ASEAN corporate foundations with the ASEAN Foundation as key convener. CSR Asia is envisioned to work alongside CSR Europe, a similar network of European foundations, for future initiatives.

#### **D. Alliances with International Development Agencies**

AIM programs and projects have been supported by The Asia Foundation, Australian Agency for International Development, Canadian International Development Agency, Center for International Private Enterprise, German Technical Cooperation (GTZ), Japan International

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

**D. Alliances with National Government Agencies**

AIM has forged partnerships with the Department of Education for its personnel training; the Department of Energy, which designated the Policy Center as its key research and strategic partner; and the League of Cities of the Philippines for the City Competitiveness Program.

## Future Perspectives/ Key Objectives

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

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

- The RVR CSR Center will hold the 9<sup>th</sup> Asian Forum on CSR in Beijing on October 21-22, 2010. It will have the theme "Improving Business Competitiveness through CSR."
- The RVR-CV Starr Center is set to release an update to the book *Trends in Corporate Governance Practices* in June 2010.
- The AIM Policy Center is working towards redirecting its projects and programs to have more Asian content, with stronger research and policy orientation, and to have genuine policy debates and fora.
- The JBF Center has invited for its 5<sup>th</sup> Memorial Lecture a prominent international figure to discuss the aftermath of the global economic crisis and new financial landscape. In a tie-up with AIM Finance faculty, the Center will also start a free lecture series meant for local business and banking/finance professionals.
- Over the next five years, the TeaM Energy Center will run a World Bank-supported fellowship program anchored on building the capacity of local academic institutions, establishing communities of practice, introducing Bridging Leadership to the private sector (ex. extractive industries), and continuing Islamic Leadership Development and leadership programs for the youth.

## Sustainability on Campus

AIM also holds the distinction of being the first graduate school of management in the world to receive ISO 14001 Certification for its Environmental Management System. The institution-wide EMS aims to increase environmental awareness and ensure productive use of resources among its faculty, students, staff, and other stakeholders.