



**ASIAN INSTITUTE OF MANAGEMENT**

**PROGRESS REPORT**

**UNITED NATIONS PRINCIPLES FOR  
RESPONSIBLE MANAGEMENT  
EDUCATION**

**June 2012**

## 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 emerging 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. Corporate social responsibility (CSR) and Bridging Leadership have been incorporated in the degree programs.

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. Its 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 AIM faculty roster are regional experts on CSR, governance, development 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 Leadership, and Center for Asian Business Transformation.

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.

In 2012, AIM became a member of the Global Business School Network, which forges links between emerging market business schools and appropriate partner schools, and creates a network for sharing of best practices.

This second progress report illustrates AIM's efforts to implement the PRME from July 2010 to June 2012 and its related objectives in the coming 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

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

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

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

At AIM, we train business, government, and civil society leaders to manage the challenges and opportunities of a rapidly integrating Asian region. Armed with a clear understanding of how to do business in emerging markets, our nearly 40,000 graduates in 70+ countries are leaders and managers in some of the world's top companies and organizations.

# The UN Principles for Responsible Management Education

## Principle 1

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

## Principle 2

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

## Principle 3

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

## Principle 4

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

## Principle 5

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

## Principle 6

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

## AIM's Schools and Programs

Principles Addressed: 1, 2, 3, and 5

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

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



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)

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

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

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

1. Asian Business Systems
2. Development of Enterprise
3. Economics
4. Financial Management 1 and 2
5. Human Behavior in Organizations (HBO)
6. Language of Business
7. Management Communication
8. Marketing Management
9. Operations Management
10. Strategic Management and Ethics.

A part of the HBO course is a seminar called Business Leadership and Responsibility. Not only did the students learn more about corporate social responsibility (CSR), but, through a memorandum of understanding with the League of Corporate Foundations (LCF), the students also undertook team projects for LCF member companies, enabling the students to see for themselves what the companies are doing in the area of CSR. The students were also able to help the companies by giving feedback on how they could improve their CSR projects. The end goal of HBO is to equip future managerial leaders with the competences that will enable them to create, lead, and manage “abundant organizations, i.e., a work setting in which individuals coordinate their aspirations and actions to create meaning for themselves, value for stakeholders and hope for humanity at large. It is one that has enough to spare of the things that matter most: creativity, hope, resilience, determination, resourcefulness and leadership.”

From July 2010 to June 2012, the AIM MBA likewise offered 30 electives with content related to ethics, development, responsible management, and the environment.

- |  |   |
|--|---|
| 1. Advertising and Sales Promotion Management                          | 15. Innovation Strategy and Consulting              |
| 2. Asian Immersion Program   | 16. Investment Banking                              |
| 3. Banking with the Poor   | 17. Islamic Finance and Banking                     |
| 4. Base of the Pyramid Business Strategy, Leadership, and Model Design | 18. Managing Diversity                              |
| 5. Business Economics  | 19. Managing Global Corporate Social Responsibility |
| 6. Consulting Engagement Cycle   | 20. Marketing and Finance Creating Synergy          |
| 7. Corporate Public Communication                                      | 21. Markets and Society                             |
| 8. Credit Rating   | 22. Mergers and Acquisitions                        |
| 9. Cross-Cultural Management and Ethical Business Practices            | 23. Modern Happiness Studies                        |
| 10. Entrepreneurial Finance  | 24. Personal Finance                                |
| 11. Financial Risk Management  | 25. Principles of Social Marketing                  |
| 12. Global Business Strategy and Decision Making                       | 26. Project Finance                                 |
| 13. Global Marketing Strategy and Policy                               | 27. SME Consulting                                  |
| 14. Global Marketing Strategy – Cross-Cultural Marketing Context       | 28. Strategic Innovation                            |
|  | 29. Strategic Negotiation and Conflict Management   |
|  | 30. Tourism Marketing                               |

## **Beyond Grey Pinstripes Survey**

In the Aspen Institute's 2011-2012 edition of *Beyond Grey Pinstripes*, a biennial survey and alternative ranking of business schools, AIM placed 52nd out of 149 participating institutes worldwide and No. 1 among Asian schools. 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 donation drives, and visitations to the different charities it sponsors.

## **Career Development Activities**

AIM's Career Management Services (CMS) Office has been implementing a set of placement ground rules and code of ethics since 2006. The ground rules lay down the eligibility for CMS services, the expected actions signifying integrity and professionalism from both students and recruiters. For example, companies are to be clear with their job offers, students should be honest with their CVs and statements, and students must observe proper and professional conduct towards recruiters. Students are advised to honor their job acceptance by being present at the company on their agreed-upon start date after graduation.

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

## **Master in Management (MM)**

AIM's 11-month Master in Management is a fulltime graduate program for experienced managers in career transition, whether upwards to higher responsibilities or laterally to other functions or industries. The core competence of the MM graduate is strategy and leadership. The 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.

Every year, a five-day introductory module on Bridging Leadership is conducted. In 2011, the module was a 15-session program that provided the MM students with the framework for assessing their companies' "doing good" record and for discovering the possibilities and options for renewed and expanded corporate citizenship initiatives.

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** – the module focuses on the manager as “missionary,” articulating the company’s mission and translating it into a vision, empowered by values.



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 within their respective countries and organizations. 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. The development manager, as envisioned by CDM, is a public leader whose effectiveness will greatly depend on his or her ability to manage organizations within a society and to motivate others to espouse the same ideals for human development.

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

### **Master in Development Management (MDM)**

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

The MDM has three basic modules:

- **Module 1** – consists of core courses that give basic understanding of management skills and processes applied in the development context. Bridging Leadership was added as a core course in 2012. In the Rapid Area Assessment, student teams go to the field to do an assessment of an actual area as a synthesizing project.
- **Module 2** – teaches the processes and theories of applying the tools to concrete management and leadership situations.
- **Module 3** – integrates tools and application towards the creation of new functional skills that lead to deeper understanding of development and management. Here students focus

on electives such as banking with the poor, CSR, governance and development in Asia, international financial institutions, and tourism and development.

### Customized Development Programs

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 broad range of topics. From July 2010 to May 2012, CDM directed the following customized programs:

1. Cities Development Initiative for Asia Training: Introduction to Pre-Feasibility Studies
2. Course on Understanding the Dynamics of Legislation in the House of Representatives
3. Economic Development and Diplomacy for the Philippine Department of Foreign Affairs
4. Hospital Facilities Management Training for Philippine Government Hospitals
5. Introduction to Pre-Feasibility Studies: Translating Urban Development Strategies into Bankable Projects
6. Strategic Management and Leadership Workshop for Philippine Ambassadors
7. Strategic Management Course for Young Legislators
8. Strategic Management Course: Overview for the Philippine Councilors League
9. Strategic Planning Workshop for the National Commission on Muslim Filipinos
10. When Angry Publics Collide: Changing Business Practice in Conflict Areas (with International Alert).



## **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. AIM has run non-degree programs since 1970.

### Executive MBA (EMBA)

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

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

## Evening Executive MBA

The 20-month Evening EMBA is designed to enable working professionals to obtain an MBA from a world-class business school while balancing work, family, and personal commitments. Students learn the fundamentals of business strategy and general management competence they need to lead, build, and manage enterprises that create value in a dynamic, global economy.

The program has three modules:

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

## Business Executive Education

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

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

Program Type	Program Name
General Management	1. Basic Management Program
	2. Management Development Program
Banking and Finance	3. Course for Senior Bank Managers
	4. Enterprise-Wide Risk Management
Leadership	5. Human Capital Management
Special Programs	6. Achieving Business Excellence
	7. Delivering Quality Customer Service
Entrepreneurship	8. Entrepreneurship Development Program
	9. Creating Winning Business Plans
	10. Financing Growth for Entrepreneurial Companies

From July 2010 to May 2012, EXCELL directed the following customized programs that have sustainability, responsible management, and social responsibility content:

1. Asian Immersion Program for Management Center Innsbruck and SBS
2. Basic Management Program for FELDA, Innodata, Xavier Labour Relations Institute
3. Bridging Leadership and Action for Ordo Sanctae Ursula
4. Business Leadership Course for Loscam
5. Managing Change and Transition Course for the Polytechnic University of the Philippines
6. Enterprise-Wide Risk Management for State Bank of India
7. Growth Strategies for Entrepreneurial Companies Course for Pejuta
8. Health Financing for Lao
9. Leadership and Change Management Program for Asian Development Bank Vietnam
10. Leadership and Innovation Program for Badan Kependudukan dan Keluarga Berencana Nasional (BKKBN)
11. Leadership Development Program for Ordo Sanctae Ursula

12. Leadership for Business Results Program for Unionbank and Merck
13. Leadership Program for the Department of Education
14. Management Development Program for Accenture, eData Services, FELDA, JLLL, LGM, and Smart
15. Management Leadership Program for Innodata
16. Nepal Energy Sector Development Program
17. Top Management Program for FELDA.

### **Development Executive Education**

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

From July 2010 to May 2012, AIM ran the following certificate programs:

1. Advanced Hospital Management
2. Design and Execution of Training
3. Developing Responsible Tourism
4. Health Economics and Financing
5. Health Facilities and Hospital Management Course
6. Human Resource Management for Development Organizations
7. Introduction to Pre-Feasibility Studies
8. Leading and Managing Change
9. Program for Development Managers
10. Project and Procurement Management Course
11. Project Planning, Development and Management
12. Negotiating Change and Development
13. Social Marketing for Development Managers
14. Strategic Management for Development Managers.

## AIM's Research Centers

Principles Addressed: Principles 4, 5, and 6

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



Established in 1996, the AIM Policy Center is considered the public policy think-tank of AIM. The center's mission is to foster a public policy environment that emphasizes the primacy of private enterprises in the following aspects:

- In meeting the needs for goods and services of the Philippines and other Asian societies
- In contributing to their economic, social, and technological progress, and
- In building a truly humane community of nations.

For the past decade, the Policy Center's work has centered on issues affecting the various aspects of national and business competitiveness. The Center has convened conferences, brought together stakeholders, and acted as facilitator in addressing current issues in such areas as infrastructure development, energy, globalization, industrialization, international trade, ASEAN integration, peace and order in Mindanao, the Asian financial crisis, East Asia, climate change and the environment, science, technology and connectivity, foreign investments, labor migration, and micro, small and medium-sized enterprises.

The Center has expanded its research to incorporate policy discussions and reform agenda on inclusive growth. It believes that economic growth is not enough to alleviate poverty, reduce inequality, and strengthen human development. The gap between the rich and the poor can be bridged through sound pro-poor policies.

### Research Agenda

#### 1. Competitiveness, Competition Policy, and Industrialization Strategy

The AIM Policy Center's research on competitiveness builds on a track record of leading evidence-based discussions in this area for the past 16 years. Among the Center's flagship publications are the *Doing Business Indicators Report* in collaboration with the International Finance Corporation and the Philippine Cities Competitiveness Ranking Project. The evidence produced in this body of work has helped spur reforms at the national and local levels, including streamlining business start-up processes and institutional innovations such as the National Competitiveness Council. Additional areas of work could include competition policy design (fostering a fair environment for the

market economy) as well as trade and industrialization policies that promote pro-poor and inclusive growth.

As the partner institute of IMD for the *World Competitiveness Yearbook (WCY)*, the Policy Center gathers and provides hard data to IMD. The results are presented at the annual State of Philippine Competitiveness conference.

The Center published the *Doing Business Sub-National Report 2011* and sponsored the national, Visayas and Mindanao launches of the report. It co-sponsored the City Competitiveness Forum with the United States Agency for International Development (USAID) and held workshops where the results of the report and the Philippine Cities Competitiveness Ranking Project 2009 were used as basic indicators in assessing whether selected projects of Mindanao cities contribute to building the competitiveness of the pilot cities. The Center conducted a competitiveness workshop with officials from key government agencies.

The Center also co-sponsored a Philippine Competition Policy Forum as an initial step in establishing work on Philippine competition policy in 2011.

## **2. Social Protection and Social Insurance**

The AIM Policy Center is exploring policy research and technical assistance in building the key components of a robust social protection system—a key policy area that the present Philippine administration and other countries in Asia are addressing. The Philippines and other Asian countries could draw important lessons from other countries with longer histories in implementing social protection policies. Monitoring and impact evaluation are also additional potential areas of work.

## **3. Democracy and Inclusive Growth**

In democratic systems, balancing the role of the state and markets in promoting social and economic goals is an ongoing challenge. It is critical to assess how this balance is struck and the extent to which democratic institutions are indeed able to foster the types of reforms necessary for more vibrant and dynamic market economies while also fostering a more inclusive growth pattern.

In this regard, the Center's main event for 2011 was the conference *Pathways to High and Inclusive Growth*, which focused on three topics: (1) how best to build and strengthen the social protection and social security system; (2) which sectors would greatly create pro-poor jobs and whether the Philippines' identified sunrise industries can address the unemployment problem; and (3) presentation of the Center's study on the extent to which political dynasties are helping or hindering the country's social and economic objectives. The Center also held the forum *Education and Inclusive Growth: A Philippine-German Dialogue on Experiences and Perspectives*.

## Policy Dialogues on Key Issues

From July 2010 to May 2012, the Policy Center also organized the following events:

1. Basic Course for Civil Society Organizations on Monitoring the National Government Budget
2. Brownbag session on research on Micro, Small, and Medium Enterprise Upgrading in the Philippines, Egypt, and India
3. Brownbag session on the research paper “Devil’s Excrement or Manna from Heaven: Strategies in Natural Resource Wealth Management”
4. Brownbag session on the research Asian Public-Private Partnership Projects: An Overview of Trends and Innovations
5. Caucus on Migration of Filipino Talents, Critical Skills and Professional Expertise
6. Currency Wars or an Era of Asian Economic Leadership? Global Macroeconomic Rebalancing and Its Implications for Asia
7. Focus Group Discussion on the Challenge to Open Access and Retail Competition in the Electric Power Industry
8. Joint brownbag session on (1) The Effect of the GAVI Alliance on Basic Childhood Immunization Coverage and (2) A REDD+ Strategy for Global Cooperation and Greener Forests
9. Lecture on international economic law
10. Policy Forum on the Freedom of Information Act
11. Rethinking Foreign Direct Investment: Global Perspectives
12. Social Weather Stations Annual Survey Review
13. Technology Forum on e-Learning
14. Workshop on enterprise development.



FAR EAST BANK AND TRUST COMPANY



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

CENTER FOR BANKING AND FINANCE

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

The objectives of the Center are

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

Following is a list of the Center's programs from July 2010 to May 2012 related to values and sustainability.

### **Regular Programs**

1. **Intercollegiate Finance Competition.** The competition promotes undergraduate math/finance proficiency for students of 80+ participating colleges and universities throughout the Philippines. The project started in 2002.
2. **Risk Management Forum.** In cooperation with the Professional Risk Managers' International Association, the Center has been organizing this forum since 2004, featuring international and Manila-based risk management experts as resource persons.

### **Special Programs and Events**

1. **Islamic Banking Forum.** The resource person presented Shariah-compliant financial solutions in the areas of investment banking, consumer banking, asset management, and takaful, private banking and wealth management.
2. **Teaching Finance Teachers Program.** The training was to upgrade the standards of the finance curriculum and the teaching of finance subjects.
3. **The Challenge and Opportunity of Sustainable Investment in the Philippines.** The roundtable discussion centered on best practices for financial institutions; sustainable investment trends and themes; managing supply chain issues, disclosure and engagement; and how investors can support the shift to a low-carbon economy.
4. **Doing the Right Things Right for SMEs.** The forum addressed the issues affecting SMEs, including access to funds; financial governance and management of financial resources to make SMEs profitable and sustainable; and operational excellence to make SMEs adhere to their mission and vision, and meet the needs of their market.
5. **Core Credit Training for Rural Banks, Thrift Banks, and Other Credit Officers.** The course was designed in recognition of the importance of the SME sector to the economy, and with the objective of contributing to the institutional capacity of financial institutions, particularly banks, in credit evaluation.
6. **Asia-Pacific Regional Economic Outlook: Navigating an Uncertain Global Environment.** The IMF Deputy Managing Director gave a lecture in which he admitted that the world is in a dangerous phase, with weaker outlook for growth and rising risks. The perspective is different in Asia, but the region is also vulnerable to developments in other regions.
7. **Asia Finance and Risk Mitigation Forum.** Co-organized with the Asian Development Bank, the forum carried the theme Catalyzing Private Capital for Investment and Trade in Developing Asia. It discussed (1) institutional and regulatory challenges facing lenders and guarantors, (2) using credit enhancement products to catalyze private capital for infrastructure investment, (3) financing infrastructure in national currencies, (4) innovative financing and guarantee structures in developing Asia, and (5) how risk transfer products are creating new partnerships and opportunities for public and private institutions.

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

### **Vision, Mission, and Objective**

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

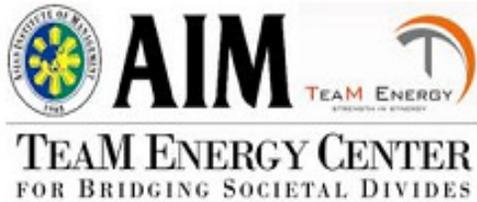
**Mission:** To manage, integrate, and lead the development of corporate statesmanship and corporate citizenship in relation to the competitiveness of corporations and their impact on society.

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

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

The Center's activities include case-writing, research, program development, executive education training, and local and regional conferences. Following is a list of RVR Center programs and projects from July 2010 to May 2012.

1. **Annual Asian Forum on Corporate Social Responsibility (AFCSR) and 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 9<sup>th</sup> AFCSR in Kuala Lumpur carried the theme Improving Business Competitiveness through CSR and drew 342 delegates from 27 countries. The 10<sup>th</sup> AFCSR in Manila had the theme Strategic CSR: Creating Shared Value and 545 participants from 30 countries.
2. **Capacity-Building of Mining Stakeholders in APEC Economies on CSR** – The objective of this APEC project is to promote responsible and sustainable mining practices in the APEC region through a multi-stakeholder training program on CSR. The main activity of the project is a train-the-trainers program.
3. Giving Voice to Values
4. Global Network for Corporate Citizenship bi-annual workshop
5. Leaders Forum.



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

The Center has been performing the mission of developing leaders, primarily through the cultivation, in both theory and practice, of the Bridging Leadership Framework as an appropriate and effective leadership style for addressing societal divides. The Center has conducted more than 60 Bridging Leadership training programs for various sectors; conducted 10 public lectures for development managers; and facilitated five consultative meetings to sustain the collaborative processes for the various Bridging Leadership programs conducted. Approximately 2,000 individuals have participated in the Bridging Leadership endeavors, including top and mid-level managers and leaders in various institutions in the public sphere such as local government units, government line agencies, the military, civil society, and international aid institutions.

## Programs

1. **Islamic Leadership Development Program (ILDP).** Launched in 2008, the ILDP aims to develop, support, and promote Islamic leadership programs for Muslim communities in the Philippines, Malaysia and Indonesia, 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.
2. **World Bank – Mindanao Bridging Leaders Program.** The program aims to develop 45 new Bridging Leaders in conflict-affected areas of Muslim Mindanao. It envisions more stable communities in these areas primarily as a result of better leadership and participatory processes.
3. **Citizen-Responsive Leadership Development Program.** The program finished its final phase in School Year 2010-11. Learnings from the almost three-year run of the program focus on creating effective partnerships with local academic institutions and ways to keep commitment strong, both at the level of institution and individual trainer and facilitator. These learnings have been captured in a Program Manual.
4. **Bridging Leadership Program on Community Sustainable Development.** By putting together Bridging Leadership, Rural and Social Entrepreneurship, and Community Fund-Raising into a single training program, the project aims to provide communities with an intervention that goes beyond rural electrification.

5. **Bridging Leadership Program for Sustainability of Rural Electrification.** Workshops on rural entrepreneurship and Bridging Leadership were held with these objectives (1) the preparation and revision of business plans, and (2) the reflection, articulation, and enhancement of leadership capital.
6. **Bridging Leadership for Renewable Energy.** The program aimed to enable Renewable Energy and Community Development Associations to build the capacity of key community leaders to engage with stakeholders and set up their own micro enterprises.

## Events

1. **Leadership Development for Social Change: Building a Community of Practice.** The research conference helped bring together representatives of various sectors to scope the field of leadership development. It gave them an opportunity to reflect on their leadership development initiatives and explore different approaches, practices, and issues faced.
2. Bridging Leadership Program for Nueva Vizcaya Municipalities



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

The Ramon V. del Rosario Sr.-C.V. Starr Center for Corporate Governance aims to be the premier center in Asia for research, training, and advocacy in corporate governance matters. Its mission is to promote the practice of good corporate governance among private and public companies in the region. To this end, the Center's work takes an interdisciplinary approach that includes

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

Between July 2010 and June 2012, the Center conducted these events and initiatives:

1. **Integrity and Accountability in Business Project.** The project aims to increase awareness among Philippine businesses of the social and economic costs of corruption, to generate support of the business community for anti-corruption efforts, and to provide small and medium-sized (SMEs) companies with practical guidance on operating their businesses without corruption risks, the Hills Program on Governance continued to conduct a series of workshop on anti-corruption strategies for the private sector, particularly the SMEs. The project is sponsored by the Center for International Private Enterprise (CIPE).
  - a. The project team held anti-corruption workshops for owners and managers of SMEs in various cities and a roundtable discussion among chairmen, directors, and CEOs of large companies on potential anti-corruption strategies for the private sector.

- b. The Hills Program on Governance collected signatures for the Integrity Pledge, a document in which companies agree to adhere to ethical business practices and to support a national campaign against corruption.
  - c. The Website [www.businessesfightingcorruption.org](http://www.businessesfightingcorruption.org) was launched to serve as a clearinghouse for all information relating to business ethics and anti-corruption.
2. **Strategy Session on Anti-Corruption** among key cabinet officials. The participants shared initiatives in their agencies to fight corruption and the obstacles they had encountered. Prof. Robert Klitgaard, author of *Controlling Corruption*, facilitated the session.
  3. Book Launch of *Political and Social Foundations for Reform: Anti-Corruption Strategies for the Philippines* by Prof. Michael Johnston
  4. **Managing Corruption and Ethical Dilemmas in Healthcare.** The forum gathered health professionals to discuss corruption vulnerabilities in the Philippine health system. This resulted in the **Good Governance in Health Program**, whose second phase consisted of a workshop to develop potential solutions to the ethical dilemmas.
  5. The Fundamentals of an Effective Anti-Corruption Agency (symposium)
  6. Training of Trainers Anti-Corruption Workshops
  7. Public-private dialogue with government agencies to share issues and concerns raised by SMEs in workshops.



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.

From July 2010 and June 2012, the Center embarked on these events and programs:

### 1. Program on Health Systems Strengthening

The Center uses the six building blocks for health systems strengthening as its framework for intervention. The current focus of the Center is to advocate for the achievement of universal healthcare – giving emphasis to the importance of leadership/governance and health financing – to gear society towards health equity.

- a. Universal Health Care Literacy road shows
- b. Project with the World Health Organization to produce a documentary film on Universal Health Care Coverage based on the WHO Health Financing Strategy for the Asia Pacific, 2010-2015 and the World Health Report 2010. The film "The Road to Universal Health Care Coverage" was launched in April 2012.
- c. ICT for Health - The Center is a major player in the ICT4Health consortium to assist the Department of Health (DOH) in e-health architecture and standards.
- d. Blended Partograph Training Course
- e. Health Financing Forum with leaders from the business and health communities to discuss private-sector social responsibility to support solidarity and equity in health
- f. Research colloquium to determine a national research agenda focused on healthcare financing
- g. Public health and clinical forum on diabetes mellitus in partnership with the National University of Singapore
- h. Disaster Nursing and Emergency Response Course
- i. World Health Day Exhibit: Getting Older, Feeling Better.

## **2. Program on Health Technology Assessment**

Health Technology Assessment (HTA) is deemed as an integral component for assessing health products and procedures for their adoption into the health care system. The Center created the program to promote the importance of HTA as an evidence-based policy tool to support those who use, manage, and provide healthcare by forming a critical mass of HTA practitioners in the region.

The Center delivered the course Health Technology Assessment amidst Evolving Healthcare Systems in Asia: An Introductory Training Course in April 2012.

## **3. Program on Good Governance in Health Care**

Fighting corruption in the health sector is a complex challenge, as it affects institutions, actors and processes involved in the provision of health care. The Center aims to address this issue through a scientific approach that involves the mapping of corruption cases, gathering of best practices and solutions, and the use of metrics to validate the impact of health care corruption on health outcomes. A thought forum on Mapping Corruption and Ethical Dilemmas in Health Care was conducted in partnership with the Hills Program on Governance.

## **4. Program on Quality Assurance and Patient Safety**

The Center is committed to contributing to Quality Assurance and Patient Safety efforts that aim to measure and improve the quality of health care services. The Center is drafting case studies and course materials on laboratory management, starting medical practice, risk management in pharmaceuticals, and the development of nurse managers.

## **5. Project with the Philippine Department of Science and Technology (DOST)**

The DOST contracted the Zuellig Center to probe into the strengths, weaknesses, gaps, and other issues affecting the Philippines' drug discovery and development efforts. A roundtable discussion was held with relevant stakeholders. The final output is a strategic business

framework to determine areas of investments to which government effort and resources must be channeled.

#### **6. Building Public-Private Partnerships in Health (PPPH)**

The Zuellig Center helped develop the DOH's policy framework on PPPH, which looks into the creation of the interagency PPPH office within the DOH, strategies to create an enabling environment for partnerships, and recommendations. Roundtable and focus group discussions were held with industry players.

#### **7. Science, Technology, Innovations, Knowledge and Entrepreneurship (STIKE) *Kapihan***

This is a monthly informal discussion on healthcare innovations relevant to the Philippine landscape of research and development. Started in February 2012, the forum has discussed the following topics:

- a. Stem Cell Research
- b. Non-communicable Diseases
- c. Telehealth
- d. Priority Infectious Diseases.

## AIM's Research Initiatives

### Principles Addressed: 3 and 4

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

#### A. AIM Working Paper Series

The AIM Working Paper Series disseminates work-in-progress research papers to encourage the exchange of ideas about business and development issues.

1. Overview of Health Sector Reform in the Philippines and Possible Opportunities for Public-Private Partnerships by Prof. Ma. Elena Herrera, Prof. Francisco Roman, and Cristina Alarilla
2. Findings for Future Research on Asian Family Corporations by Prof. Francisco Roman
3. Enabling Change in Malaysia: Leadership, Commitment to Change, and the Mediating Role of Change Readiness, co-authored by Prof. Horacio Borromeo
4. An Empirical Analysis of Political Dynasties in the 15<sup>th</sup> Philippine Congress, co-authored by Prof. Ronald Mendoza
5. Public Spending during Growth Accelerations and Decelerations: Exploring the Interaction of the Business Cycle and Control of Corruption, co-authored by Prof. Ronald Mendoza
6. Foreign Direct Investment in Asia: Lessons of Experience by Prof. Nihal Amerasinghe and Justin Modesto
7. Devil's Excrement or Manna from Heaven? A Survey of Strategies in Natural Resource Wealth Management by Prof. Ronald Mendoza, Prof. Harold McArthur Jr, and Anne Lopez.

#### B. Other Faculty Publications

Faculty	Title	Type of Publication
<b>June-December 2010</b>		
Federico Macaranas	Chapter 6: Business Models in Asia-Pacific Transnational Education	Chapter in <i>The Asia Pacific Education Market</i> by Christopher Findlay and William Tierney, PECC-APRU (February 2010)
Patricia Lontoc	International Dimension of Research in Higher Education: Business Perspective-Challenge of Incentives	Article, Philippine Society for Educational Research and Evaluation (June 2010)
Ronald Mendoza	Trade-induced Learning and Industrial Catch-up	Article, <i>Economic Journal</i> (August 2010)
Fernando Roxas	Broken Dreams: Unmet Expectations of Investors in the Philippine Energy Restructuring and Privatization	Article, <i>Energy Policy</i> (August 2010)
Ma. Elena Herrera and	CSR in Asia	Co-authored chapters in <i>The World Guide to CSR: A Country-by-Country</i>
	CSR in The Philippines	

Faculty	Title	Type of Publication
Francisco Roman		<i>Analysis of Corporate Sustainability and Responsibility</i> (edited by Wayne Visser and Nick Tolhurst) (Nov. 30, 2010)
Ronald Mendoza and Wei Ha, UNICEF	The Intended and Unintended Consequences of Social Protection on School Dropout in Post-Crisis Indonesia	Co-authored article, <i>Journal of International Development</i> , published online by John Wiley and Sons Ltd. Volume 22, Issue 8 (November 2010)
Ronald Mendoza	Trade and Growth in the Post-2008-2009 World	Article, <i>World Economics</i> , Vol. 11 No. 4 (October-December 2010)
Kenneth Hartigan-Go	Regulatory Reforms	Article, <i>Acta Medica Philippina</i> (December 2010)
Edilberto de Jesús	The Philippines in 2010: Reclaiming Hope	Chapter in <i>Southeast Asia Affairs 2011</i> , edited by Daljit Singh (December 2010)
Rene Domingo	Is Health Competing Effectively in the Tertiary Education Market for Healthcare Professionals?	Article, <i>Asia Pacific Journal of Health Management</i>
<b>January-May 2011</b>		
Patricia Lontoc	Diaspora Bonds and Community Center	Article, <i>Vancouver Times</i> , Educational Foundation (January 2011)
Ronald Mendoza	Are Markets Inclusive for the Poor?	Article, <i>Journal of World Business</i> (January 2011)
Ronald Mendoza	Why Do the Poor Pay More? Exploring the Poverty Penalty Concept	Article, <i>Journal of International Development</i> (January 2011)
Federico Macaranas	Chapter 2: The National Competitiveness Council of the Philippines: The Human Resource Development Focus of a Public-Private Partnership	Chapter, in <i>Facets of Competitiveness: Narratives from ASEAN</i> , pp. 29-52. NUS Lee Kwan Yew School of Public Policy Asian Competitiveness Center (April 2011)
Ronald Mendoza	Crisis and Inequality: Lessons from the Global Food, Fuel, Financial and Economic Crises of 2008-2010	Article, <i>Global Policy Journal</i> , Vol. 2, Issue 3, pp 259-271 (article first published online: May 2011)
Ronald Mendoza	Child-Friendly Budgets: A Case for Building Back Better	Chapter, In Luigi Paganetto, Ed., <i>Global Crisis and Long Term Growth: A New Capitalism Ahead?</i> (May 2011)
<b>July-December 2011</b>		
Edilberto de Jesús	Access, Equity and Capacity: Managing Trade-Offs in the Philippines	Chapter in <i>Access, Equity, Capacity in Asia Pacific Higher Education</i>
Nihal Amerasinghe	International Financial Institutions and Development in Asia	Book (November 2011)
Juan Miguel Luz	Brigada Eskwela, Essays on Philippine Education	Book (November 2011)
Gabino A. Mendoza	<i>Management: The Asian Way</i> , 2 <sup>nd</sup> edition	Book (December 2011)
<b>January-May 2012</b>		
Benjamin Bagadion	Public-Private Partnerships as a Strategy for Environmental Protection and Sustainable Development in Mindanao	<i>Banwa</i> Vol. 8. No. 1

Faculty	Title	Type of Publication
Dynah Basuil	Work-Family Planning Attitudes among Emerging Adults	Co-authored article, <i>Journal of Vocational Behavior</i> (February 2012)
Ronald Mendoza	Children in Crisis: Seeking Child-Sensitive Policy Responses	Book (co-editor; May 2012)

### C. AIM Policy Center Research and Publications

1. Doing Business Sub-National Report 2011
2. Examining the Risk of Brain Drain and Lower Remittance for the *Singapore Economic Review*
3. Is the Philippines Ready for Open Access and Retail Competition?
4. Migration of Filipino Talents, Critical Skills, and Professional Expertise.

### C. Ramon V. del Rosario Sr. Center for CSR Research Outputs

1. Research and case-writing on CSR-related issues
  - a. CSR in the APEC Mining Sector: Training Program Design and Management Teaching Cases
  - b. Strategic CSR Perspectives and Practices in Asia
2. Books and Monographs
  - a. *Corporate Social Responsibility in Southeast Asia: An Eight Country Analysis*
  - b. *CSR in Mining for APEC Economies*
  - c. *CSR Trainers Guide*
  - d. *Strategic Corporate Social Responsibility Initiatives: Linkages between Large Firms and Small and Medium Enterprises in the Philippines*
  - e. *Strategic CSR Initiatives of Large Firms: Improving the Competitiveness of Micro, Small and Medium Enterprises (Philippines)*
  - f. *The World Guide to CSR – Chapters on Asia Regional Profile and Philippine Country Profile*
  - g. *Towards Strategic CSR (Aligning CSR with the Business and Embedding CSR into the Organization): A Manual for Practitioners* – developed to provide responsible companies (and those who want to become responsible) with the knowledge and capability to align CSR strategy with its overall business strategy and embed into its organization. The CSR Manual provides both theoretical and practical exercises. The frameworks were developed from actual research projects.
3. Occasional Papers, Reports and Online Articles
  - a. Cambodia Country Report
  - b. Exploring Strategic CSR: Sustaining and Strengthening Corporate Social Responsibility
  - c. Indonesia Country Report
  - d. Laos Country Report
  - e. Malaysia Country Report
  - f. Philippine Country Report
  - g. Singapore Country Report
  - h. Thailand Country Report
  - i. Viet Nam Country Report

4. Survey Research
  - a. CSR in Asia Survey Project for Intel, whose objective is to create a standard benchmark for measuring CSR in Asia
  - b. PHINMA CSR Survey.

**D. TeaM Energy Center for Bridging Leadership Publications**

1. *Leadership Development for Social Change Conference Proceedings*
2. *Bridging Leaderships Fellows Stories: Addressing Societal Divides* (Vol.1).

**E. Ramon V. del Rosario Sr.-CV Starr Center Publication**

*Corporate Governance Trends in the 100 Largest Publicly Listed Companies in the Philippines* (book)

**F. Dr. Stephen Zuellig Center for Asian Business Transformation**

1. Case study on Leadership and Governance featuring a former Philippine Health Secretary
2. Two case studies on Medical Tourism and the Maximum Drug Retail Price which seek to document pertinent policy issues affecting the status of health service delivery in the Philippines.

## Partnerships and Alliances

### Principles Addressed: 5 and 6

AIM strives to fulfill its responsibilities by engaging in activities that contribute to the growth of Asia's societies. 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 40 educational institutions in Asia, Australia, Europe, Latin America, and the USA. Under the International Student Exchange Program, high-performing MBA students can choose to study in any of 33 MBA partner business schools in Europe, Asia, Australia, and the Americas. AIM also collaborated with Innovations for Poverty Action at Yale in developing the MBA elective SME Consulting.

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

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

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

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

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

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

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

For APEC, AIM organized the seminar on IPR Strategies for Emerging Enterprises: Capacity-Building for Successful Entry to Global Supply Chain.

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

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

#### **E. Other International Partners**

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

## Future Perspectives/ Key Objectives

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

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

### **A. AIM Policy Center**

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

1. Competitiveness, Competition Policy and Industrialization Strategy, possibly addressing any or all of the following questions or topics:
  - Is the Philippine business sector oligarchic, and becoming more so?
  - Mapping the state of competition across Philippine industries
  - Mapping Existing Philippine Competition Laws over Specific Industries
  - Poles of Inclusive Growth Initiative
  - Assessing the Social, Economic and Distributional Impact of Free Trade Agreements
  - ASEAN South-South Exchange on the Design and Implementation of Competition Policies/Laws
2. Social Protection and Social Insurance, possibly addressing any or all of the following questions or topics:
  - Advancing Inclusive Social Protection Systems
  - Diagnosing Supply Side Bottlenecks in Social Protection
  - Channeling Natural Resource Wealth Toward Human Capital Investments
3. Democracy and Inclusive Economic Growth, possibly addressing any or all of the following questions or topics:
  - Role of the State in the Philippine Economy
  - Democracy, Decentralization and the Social and Economic
  - Advancement Across Philippine Regions

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

1. Research and development initiatives being explored and incubated include
  - Islamic Banking and Finance
  - Insurance sector
  - Risk Management
  - Finance
  - Sustainable investment
  - Public and private partnerships

2. The Center seeks to enhance finance education in the country by
  - Continuing involvement in the Intercollegiate Finance Competition
  - Continuing the Teaching Finance Teachers Program for college finance professors.
3. The Center aims to promote linkages and services through continuing forums, roundtable discussions and conferences like the Risk Management Forums and SME sector forums/seminars.

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

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

1. Design and run scholarly research, robust surveys and CSR-involving cases and research papers on a company, industry and sectoral basis. Research and survey research projects being explored and incubated include
  - CSR in times of crisis/Societal impact of CSR
  - CSR management practices in Asia/country variations of the state of CSR
  - Phases of CSR globally
  - Responsible business leadership surveys
2. Strengthen the CSR foundation among AIM students through exposure to CSR issues and problems faced by business organizations and foundations
  - CSR Seminars on the Role of Business in Society – corporate citizenship – the purpose of the enterprise, rationale for CSR, the multiple bottom line
  - CSR Framework – definitions and trends, stakeholder and social issues analysis, developing a CSR strategy, creating a CSR implementation frame
  - Managing CSR Projects – stakeholder relationship management, managing collaborations and networks.
3. Promote CSR and linkages through any or all of the following activities:
  - The Annual Asian Forum on Corporate Social Responsibility
  - The Annual Asian CSR Awards
  - The Intel-AIM Corporate Responsibility Award (IACRA)
  - The Annual Ramon V. del Rosario Sr. Award for Nation Building

### **D. TeaM Energy Center for Bridging Leadership**

The Center's brand of leadership development will still be hinged on three core functions: Capacity Building, Action Research, and Partnership Development and Advocacy.

1. Sustaining and Expanding Capacity Building, through the Bridging Leadership Framework, plans to continue its extension activities throughout the next stage of its growth. At the same time, the Center intends to expand its capacity building in terms of
  - Bringing Leadership Development to the Corporate Sector
  - Deepening Leadership Development for Muslim Mindanao.

2. Supporting and Streamlining Action Research – The Center has identified the following as priority research activities:
  - The completion of pending publications, especially a book on Bridging Leadership, to provide a basis for discussing, validating, and developing the Bridging Leadership Framework.
  - The accomplishment of an impact assessment study on the Bridging Leadership Framework to provide evidence on the effectiveness of the approach, which in turn would affect the Center’s ability to attract new faculty and popularize Bridging Leadership and enrich the substantive content of its training programs.
  - The organization and conduct of research conferences to promote discussion and generate feedback on both the concept of Islamic Leadership and the framework that the Center has begun developing for it.
  - The organization and conduct of a research conference to map out the field of leadership studies in the Philippines and help identify a research direction for the Center that is relevant to its current context.
  - The articulation of a specific research agenda for the Center for the next 5 years incorporating both Bridging Leadership and Islamic Leadership.
  - The generation of new learning materials on both leadership interests, particularly those appropriate for the corporate sector.

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

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

1. Research and Research Survey
  - Promoting Integrity and Accountability in Business Project through the publication of an anti-corruption manual for SMEs
  - Annual Survey on Corporate Governance of the 100 Largest Publicly Listed Companies in the Philippines.
2. Capability Building, Linkages and Service
  - Conferences on corporate governance and anti-corruption
  - Roundtables on anti-corruption
  - Development of programs and electives on corporate governance.

#### **F. Dr. Stephen Zuellig Center for Asian Business Transformation**

The Center’s activities and future directions are in line with the six WHO building blocks:

1. Governance
  - Development of case studies on health leadership
  - Organize first think tank on anti-corruption in health sector
  - Develop a program on anti-corruption
  - Research on Devolution in Health: Is it Working?
2. Regulation, Policy and Legislation
  - Assistance to the Food and Drug Administration through management studies and capacity building

- Chairing Technical Working Group for the Senate Committee on Health and Demography, on National Health Insurance Program with a proposed new and harmonized law
3. Medicines and Services
    - ASEAN Network for Drugs, Vaccines and Diagnostics Strategic Business Plan
    - Program on Pharmacovigilance: Research on the risk of medicines and why some reporting schemes to not work
  4. Workforce
    - How to start a clinical practice course
    - Project with the Philippine Nursing Association to create transformational or hybrid nurse managers
  5. Technology System
    - ICT for Health on Standards, Seminar on IT data standards
    - Development of Innovative Continuing Professional Education materials
    - Telehealth as solution for community with no health
    - Operationalizing a Health Care Delivery System in Maternal Child Health with the aid of ICT – a field experiment to improve efficiency and quality of material and child health services in remote areas where there are no medical doctors with the aid of mobile phone technology
  6. Financing (health economics and financing)  
Thought forums and health financing literacy seminars and conferences.

## Sustainability on Campus

Over the decades, AIM has increased environmental awareness and ensured the productive use of resources among its faculty, students, staff, and other stakeholders. The Institute as a whole and its students have conducted many eco-awareness and energy-saving projects.