

# Sharing Information on Progress 2026

College of Management, Mahidol  
University

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## About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

**Antonio Guterres**

Secretary-General (2017 - Present)

United Nations

”

## Principles of PRME



### **Purpose**

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



### **Values**

We place organizational responsibility and accountability to society and the planet at the core of what we do.



### **Teach**

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



### **Research**

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



### **Partner**

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



### **Practice**

We adopt responsible and accountable management principles in our own governance and operations.



### **Share**

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

## The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





# Getting Started

This section provides foundational information about College of Management, Mahidol University, including key details and basic institutional data.

## Mission

### Vision

*To be a leading international graduate school of management in Asia that develops responsible global leaders through innovative education, research, and engagement.*

## Vision

### Vision Statement:

#### Wisdom of the Land in Management Education

The College of Management, Mahidol University (CMMU) envisions itself as a **center of excellence in management education** rooted in the timeless values and cultural richness of Thailand – the “Wisdom of the Land” – while embracing global standards of innovation, ethics, and leadership.

“**Wisdom of the Land**” reflects a deep respect for Thai cultural heritage, management culture, social harmony, and the pursuit of knowledge for the greater good. At CMMU, this wisdom is integrated into a modern, internationalized curriculum that blends **local insight with global relevance**. It shapes not only what is taught, but how it is taught – with a strong emphasis on ethical decision-making, sustainable development, community responsibility, and inclusive leadership. By anchoring its vision in this concept, CMMU aspires to:

- **Preserve and promote Thai management values** such as integrity, respect, and social responsibility in the development of future leaders.
- **Serve as a bridge between Eastern and Western management philosophies**, offering students a unique perspective that is both global in outlook and deeply connected to local contexts.
- **Contribute to Thailand’s national development** by equipping graduates with the skills and wisdom to lead across sectors with foresight and compassion.
- **Position Thailand as a knowledge hub for responsible and sustainable management education** in the ASEAN region and beyond.

CMMU’s vision, “Wisdom of the Land in Management Education,” is a commitment to cultivating leaders who are not only competent and globally competitive, but also grounded in ethical values, social understanding, and a sense of responsibility to their communities and the world.

## Strategy

### Our Strategy

To ensure the effectiveness of these initiatives, enhance the College’s competitive positioning, and maintain adaptability in an increasingly complex environment, CMMU has implemented systematic monitoring and evaluation processes to facilitate continuous improvement and timely adjustments.

While the College is widely recognized for its high-quality research outputs, practice-oriented teaching methodologies, diverse academic programs, and international collaborations through student exchange and institutional partnerships, these emerging challenges necessitate ongoing strategic adaptation to sustain its competitiveness and institutional excellence. Taking the challenging contexts into consideration, the College has laid out five key business-level strategies as follows: + Strategy 1: Research & Innovation for Real-World Impact + Strategy 2: Innovative Education & Authentic Learning + Strategy 3: Excellent & Impactful Academic Services + Strategy 4: Management Innovation for Sustainability + Strategy 5: Internationalization

## Strategy Alignment

### Our Strategy

To ensure the effectiveness of these initiatives, enhance the College's competitive positioning, and maintain adaptability in an increasingly complex environment, CMMU has implemented systematic monitoring and evaluation processes to facilitate continuous improvement and timely adjustments. While the College is widely recognized for its high-quality research outputs, practice-oriented teaching methodologies, diverse academic programs, and international collaborations through student exchange and institutional partnerships, these emerging challenges necessitate ongoing strategic adaptation to sustain its competitiveness and institutional excellence. Taking the challenging contexts into consideration, the College has laid out five key business-level strategies as follows: + Strategy 1: Research & Innovation for Real-World Impact + Strategy 2: Innovative Education & Authentic Learning + Strategy 3: Excellent & Impactful Academic Services + Strategy 4: Management Innovation for Sustainability + Strategy 5: Internationalization

## Institutional History

### Our Story

1. The College of Management, Mahidol University, was born out of the academic conference on the "Science and Technology Management Project" held on 27 May 1993 and the "Interdisciplinary Graduate Studies" held by the Graduate School, Mahidol University on 12-13 September 1993 to enhance the potential of the subjects already taught and to produce graduates in management to help develop the country's economy and society in the future. **A Premier Graduate School of Management in Asia**
2. The College of Management, Mahidol University (CMMU), is recognized as one of Thailand's leading institutions for graduate-level business education. With a strong foundation in academic excellence and practical relevance, CMMU is shaping the next generation of innovative and responsible leaders in Southeast Asia and beyond.
3. **Global Perspective, Local Relevance**



4. CMMU combines international best practices with deep regional insight. Its programs are designed to equip students with global competencies while addressing the unique challenges and opportunities within the ASEAN business context.

**5. Innovative, Impact-Driven Education**

6. CMMU offers dynamic programs that integrate sustainability, innovation, and technology. The College is at the forefront of transforming management education by embedding ESG, digital transformation, and responsible leadership into all levels of learning.

**7. Strong Industry and International Linkages**

8. With an extensive network of partnerships across academia, industry, and the public sector, CMMU provides students with valuable experiential learning opportunities, executive networking, and global exposure. The College collaborates with international institutions to promote knowledge exchange, joint research, and academic mobility.

**9. Commitment to Societal Impact and Sustainable Development**

10. CMMU is a proud member of the United Nations Principles for Responsible Management Education (PRME) and a key driver of sustainability education in Thailand. Its initiatives empower students and faculty to address complex societal challenges, from climate change and inclusive business to digital ethics and human rights at work.

**11. Excellence in Research and Thought Leadership**

12. CMMU fosters a research culture that emphasizes both academic quality and social relevance. Faculty research spans topics such as sustainable entrepreneurship, digital economy, public policy, health management, and diversity in the workplace—helping to shape policy and business practice across sectors.

**13. Diverse, Multicultural Learning Environment**

14. Located in the heart of Bangkok, CMMU provides a vibrant and inclusive learning environment. Its diverse student body, drawn from across Thailand and around the world, enhances cross-cultural learning and global understanding.

## Graduates & Enrollment

| 2025 Statistics                    | Number |
|------------------------------------|--------|
| Graduates                          | 1200   |
| Faculty & Staff at the University  | 37471  |
| Faculty & Staff at the Institution | 65     |

| 2025 Statistics                                                           | Number |
|---------------------------------------------------------------------------|--------|
| Student Enrollment at the University                                      | 30000  |
| Student Enrollment at the Institution                                     | 600    |
| Undergraduate Attendance                                                  | 0      |
| Masters-Level Postgraduate Attendance                                     | 560    |
| Doctoral Student Attendance                                               | 30     |
| Certificate, Professional Development, or Continuing Education Attendance | 600    |

## Degrees Offered

### Masters Programs

● Master of Management

### Doctoral Programs

🎓 Doctor of Philosophy (Ph.D.)    🎓 Doctor of Business Administration (D.B.A.)

## Undergraduate Degree Programmes

🎓 Degree Program

## Masters Degree Programmes

🎓 CM-M Credit    🎓 Ph.D. Program    🎓 Senior Executive Education

## Postgraduate Degree Programmes



Doctor of Business Administration



Degree Program

## Certificates, Professional Development, or Associate Programmes



Doctor of Business Administration



Ph.D. Program



Senior Executive Education



# Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

## Definition of Purpose

CMMU defines Purpose as its institutional reason for being: advancing responsible management education. This means embedding ethics, sustainability, and social impact into teaching and research, so graduates drive inclusive prosperity—equitable growth benefiting all stakeholders—while nurturing thriving ecosystems, recognizing business success as interdependent with societal and environmental wellbeing, not separate from it.

## Institutional Engagement

**26% - 50%** of faculty at College of Management, Mahidol University actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



# Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



## How We Define Values

CMMU defines Values as the ethical foundation guiding institutional behavior: placing responsibility and accountability to society and the planet at the core of every decision. This means prioritizing stakeholder wellbeing over narrow self-interest, embedding transparency and ethical conduct in teaching and operations, and ensuring the institution's actions genuinely serve broader societal and environmental good.

## Who Champions Responsible Management Education at Our Institution

- ❖ Interdisciplinary efforts across business school

## Student Awareness

**51% - 75%** of students at College of Management, Mahidol University are aware that we are a PRME Signatory Member.

## Student Engagement

**26% - 50%** of students at College of Management, Mahidol University actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

## Values Voices

### Staff

Interview by our academic member, Dr. Nattavud Pimpa on this issue.

## Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

### Staff

Interview by our academic member, Dr. Nattavud Pimpa on this issue.



# Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.





## How We Define Teach

In CMMU's context, Teaching means transforming learning environments by embedding responsible management concepts and practices directly into curriculum and pedagogy—not as an add-on, but woven throughout. It equips students with knowledge, skills, and mindsets to apply ethical, sustainable business thinking in real-world decisions, shaping future-ready, responsible leaders.

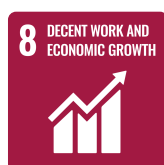
## Courses that support RME

College of Management, Mahidol University reports 6 courses in 2025 that support responsible management education and sustainable development goals.

### **Managing People in Organizations | MGMG 547**

This course explores people management in complex organizational environments by analyzing how leaders influence key “independent” elements such as individuals, teams, structure, culture, and external conditions to drive “dependent” outcomes like productivity, retention, commitment, innovation, and social responsibility. Through building emotional intelligence (EQ) and applying organizational behavior theories, students learn how to manage people, work processes, and ethical dilemmas. Moreover, this course emphasizes how effective people management contributes to sustainable and equitable organizational performance, aligning leadership skills with global development goals.

SDG Integration Highlights: • SDG 3 (Good Health & Well being): Enhances employee mental and emotional health through EQ development and supportive environments. • SDG 5 (Gender Equality): Builds equitable leadership frameworks that support gender balance and inclusion. • SDG 8 (Decent Work & Economic Growth): Promotes fair employment, well-being, and efficient work through improved leadership and management practices. • SDG 10 (Reduced Inequalities): Encourages diversity, equal opportunity, and inclusive cultures that reduce workplace discrimination. • SDG 16 (Peace, Justice & Strong Institutions): Fosters ethical decision-making, accountability, and trust via positive organizational behavior.



### **Managing Business Information and Emerging Technologies | MGMG 598**

This course teaches how information systems (IS) empower organizations with data, technology, and strategic tools to enhance competitive advantage and operational efficiency. Through a hands-on group term project, students assess a real organization's IS needs and design solutions to drive

strategy and efficiency. Also this course not only teaches essential IS frameworks and technologies, but also aligns student projects with broader sustainability goals which will be preparing them to implement strategic, SDG-aligned tech solutions in real-world businesses.

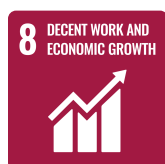
SDG Alignment: • SDG 9 (Industry, Innovation & Infrastructure): Teaching ERP and integrated IS supports resilient infrastructure and industrial innovation. • SDG 12 (Responsible Consumption & Production): Well-designed IS streamline operations, reduce waste, and improve resource efficiency. • SDG 17 (Partnerships for the Goals): The group project fosters collaboration and capacity-building—a microcosm of multi-stakeholder partnerships.



## Managerial Decision Skill | MGMG 523

This course builds students' decision-making skills through psychological foundations, storytelling, and creativity, while highlighting common biases ("blindsight") that can derail logical outcomes. This is reinforced through hands-on exercises and presentations, emphasizing practical tools, emotional intelligence, and communication. Its outlining highlights how students not only gain advanced cognitive and interpersonal capabilities but also contribute to sustainable development by fostering integrity, inclusivity, and informed leadership.

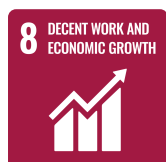
SDG Integration: • SDG 4 (Quality Education): Enhances critical thinking, creativity, and decision-making abilities, essential life skills through interactive, experiential learning. • SDG 8 (Decent Work & Economic Growth): Enables more effective, ethical, and inclusive decision-making in professional contexts. • SDG 16 (Peace, Justice & Strong Institutions): Promotes sound, transparent, and bias-aware decisions, nurturing trust and accountability in organizations and society.



## Strategic Management | MGMG 509

This course equips future general managers with a comprehensive strategic toolkit from environmental analysis through strategy execution, also using real-life cases, analytic frameworks, and leadership principles to drive organizational success in complex, dynamic markets to lead strategically, responsibly, and sustainably. They not only manage performance effectively but also drive purposeful impact in alignment with global development priorities.

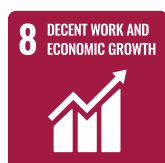
- Systems thinking & tools equip students to navigate complex sustainability-driven business environments (SDG 12, 17).
- Strategic foresight connects firm-level performance with broader economic and industry outcomes, advancing SDG 8 and SDG 9 agendas.
- Data-driven analysis ensures strong institutional practices and informed decision-making, anchoring SDG 16 and SDG 17 principles.
- Real-world case studies illuminate leadership in global partnerships, sustainability innovation, and responsible management—key to SDG 17, SDG 9, and SDG 12.



## Contemporary Management | MGMG 527

This foundational management course equips students with both theoretical understanding and practical applications across the key functions of management—planning, organizing, leading, and controlling. Emphasizing ethics, corporate responsibility, strategy, innovation, change management, HR, communication, and quality, it encourages learners to actively apply these principles to real-world contexts through individual and group projects, quizzes, pitches, and exams. This course not only covers the essentials of management but embeds SDG related competencies and sustainability principles throughout its curriculum design.

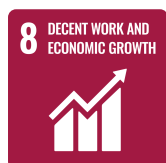
Alignment with Sustainable Development Goals SDG 4 – Quality Education • Competencies built: Systems thinking, critical thinking, collaboration, integrated problem-solving—core principles of sustainable development education. • Learning approach: Mix of theoretical and interactive learning sessions, group analysis, real-life application, and peer discussion aligns with UNESCO’s active, transformative learning models. SDG 8 – Decent Work and Economic Growth • Covering ethics, organizational culture, HRM, leadership, and responsible decision-making prepares students to foster fair and sustainable workplaces—directly supporting SDG 8.4 (improved resource efficiency) and 8.5 (full employment and decent work conditions). SDG 9 – Industry, Innovation and Infrastructure • Emphasis on designing adaptive organizations, cultivating innovation, and managing change ties into SDG 9.1–9.5, promoting innovative, sustainable industrial systems. SDG 12 – Responsible Consumption and Production • Strategic planning, quality control, and corporate responsibility link directly to SDG 12 goals, teaching how to embed sustainability into operational and organizational processes. SDG 13 – Climate Action (Indirectly) • Through case studies, corporate culture discussions, and ethical reasoning, students develop awareness and sensitivity that can later be focused on climate-responsive business practices.



## Strategic Marketing Management | MGMG 508

This comprehensive course empowers students to master strategic marketing skills grounded in sustainability and data analytics, preparing them for leadership roles across diverse business environments.

Alignment with SDGs and ethical marketing standards • SDG 12 (Responsible Consumption & Production): Emphasizes sustainable and green marketing practices, eco-labeling, and ethical promotion. • SDG 8 (Decent Work & Economic Growth) and SDG 9 (Industry, Innovation & Infrastructure): Integrates innovation in marketing strategy to drive sustainable business growth



## Teaching Awards

In 2025, 2 awards were given to faculty and educators at College of Management, Mahidol University.

### Awards

**Granter:** Mahidol University

**Grantee:** CMMU

#### **Award Description:**

Dr. Sirisuhk Rakthin, Vice Dean for Academic Services at the College of Management Mahidol University (CMMU), won second place for the Mahidol University Model Teacher Award (มหาวิทยาลัยมหิดล รางวัลคุณครูดีเด่น ประจำปี 2565) for 2025. She received her plaque from the university president on January 9, 2026, at Mahidol University Sittakarn Auditorium.

### UKPSF

**Granter:** AdvanceHE

**Grantee:** CMMU

#### **Award Description:**

The College of Management, Mahidol University (CMMU), extends its heartfelt congratulations to Associate Professor Dr. Nattavud Pimpa, Assistant Dean for Sustainability, on being awarded Fellow (FHEA) status under the UK Professional Standards Framework (UKPSF) by Advance HE, United Kingdom. This prestigious international recognition reflects Associate Professor Dr. Pimpa's expertise and excellence in higher education teaching and learning. The Fellowship is awarded following a rigorous assessment of professional practice, including curriculum and learning design, teaching and

learning delivery, assessment of student learning, and ongoing professional development in teaching, all aligned with the internationally recognized UK Professional Standards Framework (UKPSF). This achievement represents another significant milestone for the College and demonstrates its commitment to advancing teaching excellence in line with international standards. It also serves as an inspiring example of continuous professional development and educational leadership within the higher education community.

## **Educator Recognition**

At College of Management, Mahidol University, we recognize educators for quality of teaching in the following ways:

- ❖ Course evaluation scores
- ❖ Annual teaching excellence awards
- ❖ Faculty promotion and tenure consideration
- ❖ Pedagogical innovation grants
- ❖ Institutional recognition events

## **Barriers to Innovative Curriculum**

In 2025, College of Management, Mahidol University identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Change fatigue
- ❖ Accreditation constraints
- ❖ Collaboration barriers

## **Barriers to Innovative Pedagogy**

In 2025, College of Management, Mahidol University identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Change resistance
- ❖ Collaboration barriers
- ❖ Resource constraints



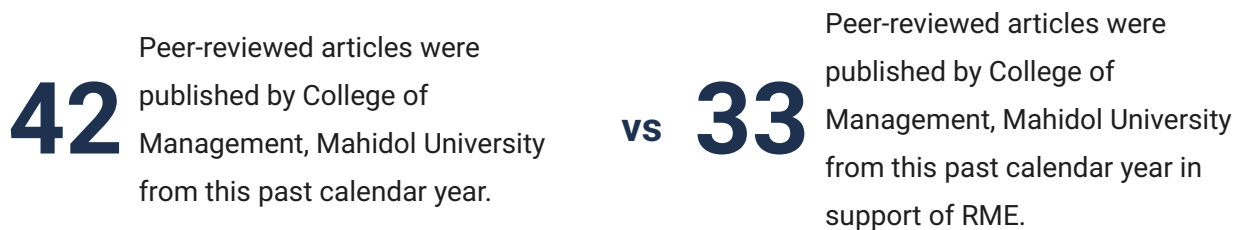
# Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

## How We Define Research

In CMMU's context, Research means systematically studying people, organizations, institutions, and global conditions to generate knowledge that inspires responsible management. It bridges academic inquiry with real-world practice, informing curriculum, policy, and business decisions—ensuring evidence-based insights actively shape more ethical, sustainable, and socially conscious management education and practice.

## Research vs Research for RME/Sustainable Development



## Research Funding

In 2025, College of Management, Mahidol University was awarded funding for research that is:



Local

## Socializing Research

In 2025, College of Management, Mahidol University contributed research findings to:

- ❖ International media
- ❖ Local media
- ❖ National media

## Research Projects

In 2025, College of Management, Mahidol University reported 1 research project that implemented responsible or sustainable activities.

## BHR

**Period Covering:** April, 2025 - December, 2026

**Department:** Management

In the Kingdom of Thailand, the College of Management, Mahidol University ([CMMU](#)) is helping local businesses integrate human rights into everyday management through an innovative partnership with the National Human Rights Commission of Thailand (NHRCT) and the Phuket Chamber of Commerce. By translating the United Nations Guiding Principles on Business and Human Rights (UNGPs) into practical tools for small and medium-sized enterprises (SMEs), the initiative demonstrates how business schools can help organizations strengthen both responsible business practices and long-term competitiveness.

Thailand has emerged as a regional leader in business and human rights, becoming the first country in Asia to adopt a National Action Plan on Business and Human Rights. More recently, proposed human rights and environmental due diligence (HREDD) legislation has heightened expectations for businesses to identify and address human rights risks throughout their value chains. While large companies often have dedicated compliance resources, many SMEs face challenges in understanding and implementing these evolving requirements.

Recognizing this gap, CMMU developed an initiative that positions human rights not simply as a compliance obligation, but as a strategic business opportunity. The programme equips SMEs with practical management approaches that strengthen operations, build resilience, and improve access to global markets.

Led by Dr. Nattavud Pimpa, Associate Professor in Management at CMMU, the initiative brings together academic expertise, regulatory guidance, and local business leadership to translate human rights principles into practical management tools for SMEs.

Rather than relying solely on classroom instruction, the project began with field immersion. CMMU researchers visited businesses across Phuket to observe operations through a human rights lens and identify areas where responsible business practices could be strengthened. This collaborative approach enabled the team to better understand the realities facing SMEs while co-developing practical solutions tailored to local business needs.

The initiative examines issues including labor practices, supply chain management, environmental stewardship, consumer protection, and data privacy—helping participating businesses recognize how these areas connect directly to sustainable business performance.

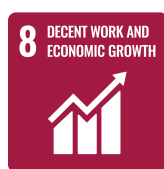
The programme has already produced tangible outcomes. To date, the programme has engaged 12 SMEs, with training delivered to eight business owners and six co-founders. As a direct outcome of the programme, each participating business developed and publicly announced a human rights policy statement, demonstrating its commitment to respecting the rights of employees, customers, suppliers, and other stakeholders. CMMU and the NHRCT also co-developed [practical toolkits](#) with



participants to support the implementation of responsible business practices. Building on this foundation, participating SMEs will reconvene in late 2026 for follow-up training focused on human rights due diligence.

The programme has also demonstrated its impact through participant feedback. Reflecting on the experience, Mr. Napattorn Petchote, owner of Taweepan Phuket Farm, shared, "The human rights training helped me understand the true value of sustainable business. By developing our human rights policy, our business has committed to respecting our stakeholders, and we strive to do this better every day. For me, this is what a truly sustainable business model looks like."

Phuket serves as an ideal setting for the initiative due to its unique economic profile. As a global tourism and service hub, the province is home to SMEs that are deeply integrated into international markets and employ diverse workforces, including migrant workers identified in Thailand's National Action Plan as being at greater risk of exploitation. At the same time, environmental stewardship is critical to the region's long-term prosperity, making Phuket an ideal environment for demonstrating how responsible business practices can support both business resilience and community well-being.



## Research Awards

In 2025, College of Management, Mahidol University was awarded 1 research award for responsibility- and/or sustainability-related research.

### Innovations that Inspire

**Granter:** AACSB

**Grantee:** CMMU

#### **Award Description:**

Although known as a paradise for the LGBTIQ+ community, Thailand still lacks legislation to protect this community from discrimination. Detecting and addressing this type of discrimination in the workplace can be challenging. There is still a deficiency in organizational policies and support, especially in small and medium-sized enterprises, which leads to underreporting of discrimination. This shortcoming could imply that LGBTIQ+ issues are unimportant issues in the Thai workplace. Recognizing the importance of creating inclusive environments in the workplace, we sought to introduce the concept of diversity and inclusion for LGBTIQ+ in Thai business organizations. We created a Thai LGBTIQ+ task force to pioneer this toolkit, which was produced with support from six major business organizations. We developed and designed tools and techniques to help Thai

businesses obtain data from members of LGBTIQ+ communities who were hesitant to reveal their identities and sexual orientation. Moreover, we conducted exhaustive research conducted to confirm the relationship between organizational outcomes and LGBTIQ+ workforce diversity.

## Research Presentations Related to RME and/or Sustainability

In 2025, College of Management, Mahidol University gave 2 research presentations related to RME and/or sustainability.

### Sustainable business model strategy for resilience among pisciculture firms in Thailand

| [DOI](#)

**Authors:** Rajchamaha, Kittichai | Otakanon, Burim | Pornparnomchai, Montiean | Vorrakkatham, Kridtaphob | Pichyangkul, Chakrit | Otakanon, Burim

**Date of publication:** July, 2025

**Presented at:** Regional or local discipline-specific conference

**Department:** Economics | Business Analytics

This study investigated the pisciculture sector of start-ups in Thailand to determine factors of the novelty farming resilience model that promote the adoption of a sustainable business model strategy through innovation approach to improve the sector. Employing a qualitative research method, primary data were collected from 109 respondents, including start-ups, customers, regulators, and experts. Furthermore, secondary data were gathered from relevant sources. Through thematic and direct content analysis, this study identified the novelty of business model strategy that has been applied effectively to a relationship between start-ups' awareness and their adoption of incremental innovations. This reveals that start-ups are most likely to adopt technology if they understand its contribution to farming. Moreover, they are likely to cooperate with stakeholders promoting said technology if they recognize its influence on farming. We also identified challenges in adopting a sustainable business model in the Thai pisciculture sector. The current study highlights strategies that support new knowledge sharing, help start-ups realize new ways to create innovations, and promote sustainable businesses



### Sustainable management: business and human rights issues in Thailand | [DOI](#)

**Authors:** Nattavud Pimpa

**Date of publication:** August, 2026

**Presented at:** Regional or local academy of management

**Department:** Management

**Introduction:**

Business and Human Rights (BHR) has become a critical framework for understanding corporate accountability, yet gaps often persist between stated policies and lived stakeholder experiences. This study examines key BHR policies and practices in Thailand by juxtaposing corporate disclosures with the experiences of vulnerable stakeholders, offering a more holistic assessment of human rights implementation in the Thai business context.

**Methods:**

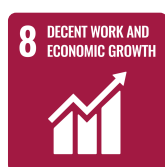
The study employed a two-stage approach. First, human rights policies and issues were selected and analyzed from the top ten companies listed on the Stock Exchange of Thailand in 2024. Second, migrant construction workers were engaged through the photovoice technique, allowing them to document and narrate their own lived experiences of human rights conditions.

**Results:**

The research identifies six key human rights themes: labor rights, protection of vulnerable groups, environmental justice, ethical business conduct, ethical supply chains, and accountability. Corporate disclosures reveal a growing stated alignment with the UN Guiding Principles on Business and Human Rights (UNGPs), particularly regarding labor issues and supply chain responsibility, though this content largely reflects reported commitments rather than verified implementation. Photovoice analysis uncovers lived human rights concerns among migrant workers, including occupational health risks, inadequate living conditions, and social isolation.

**Discussion:**

These findings reveal a persistent gap between corporate rhetoric and workers' realities. The study highlights areas for improvement, including more explicit engagement with the UNGPs and deeper integration of human rights considerations into core business decision-making, to move beyond symbolic compliance toward substantive protection of vulnerable stakeholders.



## Publications Related to RME and/or Sustainability

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**Authors:** Nattavud Pimpa

**Date of publication:** August, 2026

**Presented at:** Regional or local academy of management

**Department:** Management

### **Introduction:**

Business and Human Rights (BHR) has become a critical framework for understanding corporate accountability, yet gaps often persist between stated policies and lived stakeholder experiences. This study examines key BHR policies and practices in Thailand by juxtaposing corporate disclosures with the experiences of vulnerable stakeholders, offering a more holistic assessment of human rights implementation in the Thai business context.

### **Methods:**

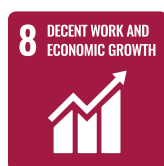
The study employed a two-stage approach. First, human rights policies and issues were selected and analyzed from the top ten companies listed on the Stock Exchange of Thailand in 2024. Second, migrant construction workers were engaged through the photovoice technique, allowing them to document and narrate their own lived experiences of human rights conditions.

### Results:

The research identifies six key human rights themes: labor rights, protection of vulnerable groups, environmental justice, ethical business conduct, ethical supply chains, and accountability. Corporate disclosures reveal a growing stated alignment with the UN Guiding Principles on Business and Human Rights (UNGPs), particularly regarding labor issues and supply chain responsibility, though this content largely reflects reported commitments rather than verified implementation. Photovoice analysis uncovers lived human rights concerns among migrant workers, including occupational health risks, inadequate living conditions, and social isolation.

### Discussion:

These findings reveal a persistent gap between corporate rhetoric and workers' realities. The study highlights areas for improvement, including more explicit engagement with the UNGPs and deeper integration of human rights considerations into core business decision-making, to move beyond symbolic compliance toward substantive protection of vulnerable stakeholders.



## Sustainability: Learning and Teaching in the Business Education Context | [DOI](#)

**Authors:** Associate Professor Nattavud Pimpa, College of management, Mahidol University

**Date of publication:** July, 2025

**Presented at:** National or international discipline-specific conference

**Department:** Management

Business schools worldwide are integrating sustainability into their curricula, yet a gap persists in understanding students' perspectives on these courses' effectiveness in preparing for sustainability challenges. This study investigates undergraduate students' perceptions of essential sustainability skills and knowledge they learn in a business school. Through three focus group interviews with 15 undergraduates, four themes emerged: mindsets, skills, learning approaches, and global perspectives. Students expect sustainability education to enhance comprehension, workforce readiness, and life skills, emphasising technical and global competencies. They advocate for more engaging, integrated online and face-to-face learning approaches to better prepare for sustainability careers.



## Sustainable Workplace: LGBTQ+ Policies in the Thai Business Sector | [DOI](#)

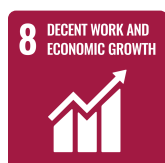
**Authors:** nattavud pimpa

**Date of publication:** January, 2026

**Presented at:** National or international discipline-specific conference | Regional or local discipline-specific conference

**Department:** Management

This study investigates how Thai businesses integrate gender inclusion into their sustainability and corporate governance agendas, with a specific focus on human rights and environmental, social, and governance frameworks. Drawing on qualitative content analysis of public disclosures from 10 leading firms listed on the Stock Exchange of Thailand, the research explores how corporate actors articulate, implement, and monitor gender diversity policies. The findings indicate that while most companies focus on non-discrimination and align with international standards, such as the United Nations Guiding Principles on Business and Human Rights and the Office of the High Commissioner for Human Rights Standards of Conduct, implementation remains largely procedural. Only a limited number of Thai firms explicitly recognize employees from all gender identities as a distinct group or adopt targeted measures addressing their needs and vulnerabilities. The paper argues that advancing sustainable and inclusive workplaces requires businesses to move beyond symbolic compliance and embed gender issues within corporate strategy, leadership development, and stakeholder engagement. To achieve this, companies should strengthen human rights due diligence, enhance transparency in reporting, and establish partnerships with civil society to foster inclusive learning environments.



## Research Barriers

In 2025, College of Management, Mahidol University identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges
- ❖ Regulatory and legal restrictions

- ❖ Methodological limitations
- ❖ Participant recruitment



# Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



## How We Define Partner

In CMMU's context, Partnership means actively engaging stakeholders across business, government, civil society, and academia to collectively advance responsible management education. It reflects a collaborative, multi-sector approach—leveraging diverse expertise and perspectives to embed accountability, share knowledge, and drive meaningful, real-world impact beyond what any single institution could achieve alone.

## Institutional Partnerships

- ❖ AMBA (Association of MBAs)
- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AASHE (Association for the Advancement of Sustainability in Higher Education)

## Student Organization Partnerships

- ❖ UNESCO Student Initiatives

## Partnerships

The following provides more details on 2 key partnerships at College of Management, Mahidol University.

### The Global Compact Network (Thailand)

In a dynamic exchange of ideas and practices, the Global Compact Network (Thailand) facilitated an enlightening session on sustainable business practices today, drawing notable figures from the UN Global Compact and prominent local businesses. The event, held at a bustling university auditorium, was designed specifically for international students from Vienna University, Gadjah Mada University, and CMMU Mahidol University, under the guidance of A/Professor Nattavud Pimpa and A/Professor Astrid Kainzbauer from CMMU.

The session featured distinguished speakers, including Ms. Neha Das, Head of Asia & Oceania at the United Nations Global Compact, and Ms. Konwika Phochatan, Corporate Relationship Manager for the UN Global Compact Network Thailand. Their presentation provided a comprehensive overview of the UN Global Compact's principles and their application to fostering sustainable business practices globally and locally.

Ms. Das emphasized the critical role of businesses in advancing sustainability and integrating the UN Global Compact's ten principles into their core strategies. "Sustainability is not merely a trend; it is an essential element for future growth and success," Das asserted, urging companies to align their operations with environmental and social governance standards.

Ms. Phochatan elaborated on the practical steps businesses can take to adhere to these principles, showcasing various case studies from Thailand and beyond. Her insights were particularly valuable for students aspiring to implement these practices in diverse cultural and economic contexts.

The session was further enriched by the participation of Dr. Kuanruthai Siripatthanakosol, Assistant Vice President of Global Partnership for Sustainability and Communications at Charoen Pokphand Group Company Limited. Dr. Siripatthanakosol provided a local perspective, discussing how a leading Thai conglomerate integrates sustainability into its business model and the challenges it faces in the process.

The audience of international students, who are future leaders and professionals, engaged actively with the speakers through a lively Q&A session. Questions ranged from the impact of sustainable practices on financial performance to strategies for overcoming barriers in implementing UN Global Compact principles in various sectors.

A/Professor Nattavud Pimpa, who orchestrated the event, noted, "This session is a remarkable opportunity for our students to connect theoretical knowledge with real-world applications. The insights shared today will undoubtedly influence their approach to sustainability in their future careers."

The event underscored the Global Compact Network's commitment to fostering a global dialogue on sustainability and providing practical guidance for integrating responsible business practices. For the students present, it was an invaluable experience that bridged classroom learning with the global imperative of sustainable development.

As the session concluded, the enthusiasm and engagement of the students reflected a hopeful outlook toward a more sustainable future, guided by the principles discussed and demonstrated by today's speakers. We sincerely thank The Global Compact Network (Thailand)

## National Commission on Human Rights

we work together to promote business and human rights issues among SMEs in Thailand.

## Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at College of Management, Mahidol University support sustainability and responsible management education.

### Partner

The [College of Management, Mahidol University \(CMMU\)](#) partners with the [Bangkok Rainbow Organization \(BRO\)](#) on sustainability, human rights advocacy, and student research projects. This collaboration helps students learn about LGBTQ+ rights and ethical business practices.

### Partnership Highlights

- **Student Field Visits:** Graduate students from CMMU visit Bangkok Rainbow Organization to study non-profit operations as part of their business research courses.
- **Sustainability & Human Rights:** The CMMU sustainability team works alongside BRO to promote human rights messages, including joint efforts around events like Mister Gay Thailand.
- **Academic Seminars:** Both institutions engage in discussions on inclusive business models and avoiding rainbow washing in corporate campaigns.

The [Bangkok Rainbow Organization \(BRO\)](#) is a Thai non-profit public interest organization dedicated to improving the quality of life for the LGBTQIA+ community. Founded in May 2002 by a group of volunteers, academics, and media professionals, it focuses heavily on sexual health, gender equality, and human rights advocacy.

### Core Mission

- **Promoting Equality:** Advancing human rights and reducing social stigma or discrimination against LGBTQIA+ individuals.
- **Healthcare Support:** Providing accessible education on sexual diversity, HIV prevention, and sexually transmitted infections (STIs).
- **Legal and Social Consultation:** Acting as a support resource for individuals facing discrimination at work, in school, or within families



# Practice

We adopt responsible and accountable management principles in our own governance and operations.

## How We Define Practice

In CMMU's context, Practice means applying responsible and accountable management principles internally—not just teaching them. It requires governance, operations, and decision-making that model the same ethical, transparent, and sustainable standards taught to students, ensuring institutional integrity: what CMMU advocates externally is demonstrably lived internally.

## Institutional Policies and Practices

- ❖ Equity reporting (DEI, EDI, etc.)

## Policy Documents Related to RME and/or Sustainability

Gender-Equality-Policy

View document  Download document 

## Practice Awards

In 2025, College of Management, Mahidol University received 1 award for responsible and/or sustainable practices.

### SDG Impact Award

**Granter:** Mahidol University

**Grantee:** CMMU

#### **Award Description:**

Our student team won the prestige mahidol SDGs impacts award. Management Spirit of CMMU! College of Management student team Mahidol University wins 3 big prizes, receiving a total of 175,000 baht in scholarships from the MU SDGs Impact Challenge 2026  stage. #CMMU would like to congratulate the student team on the successful path to becoming full-fledged social innovators. On the university stage!  List of CMMU student teams who won this year's prestigious awards include: \* Ratthanon Srinithiroj (EI12B, HBM24B , DBA1) \* Ruchiphat Chathiransasithorn (EI 26B) \* Dr. Thanawin Bowornasawaroj (HBM 28A)  \*\*Trace the path to student innovation:\*\* \* \*\*Starting point:\*\* Initiated to create ideas from the "CMMU SDGs Impact Challenge" stage with the idea of urine testing for continuous good health and can be done anywhere. \* \*\*Nurturing Potential:\*\* Win the championship and represent the College of Management. Participated in the "Bootcamp" activity at Mahidol University, Salaya for intensive tutoring and business plan development. \* \*\*Final Stage:\*\* Presented outstanding work in the Grand Pitching round under the topic "Holistic Wellbeing" and was

able to win the hearts of the judges. 🎁 **\*\*Won 3 prestigious awards\*\*** \* 🏆 **\*\*Innovation Development Support Award in the amount of 150,000 baht\*\*** (being 1 of 5 teams that received the scholarship from the final 8 teams at the university level) \* 🏆 **\*\*Special prize of 10,000 baht\*\*** from Murata Electronics Company (Murata) \* 🏆 **\*\*Special prize worth 15,000 baht\*\*** from the Social Business Association (Social Enterprise Thailand) #CMMU would like to express appreciation for the team's commitment to business for sustainable health. with real positive impacts on society Send feedback



# Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



## How We Define Share

In CMMU's context, Share means openly exchanging both successes and failures—internally and with peers—to enable collective learning. It reflects humility and transparency, treating mistakes as learning opportunities rather than liabilities, so the institution continuously improves and authentically embodies its common values and purpose.

## Engagement Opportunities

College of Management, Mahidol University offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Annual reports
- ❖ Boards and advisory committees

## Communication Audiences

College of Management, Mahidol University communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Faculty and staff

## Communication Barriers

College of Management, Mahidol University faces the following barriers in transparent communications:



**Data privacy  
regulations**



**Bureaucratic  
delays**



**Accessibility  
issues**





SIGNATORY

# College of Management, Mahidol University

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Thailand



## Website

<https://www.cm.mahidol.ac.th/web/>