

2024 Sharing Information on Progress **(SIP) Report**

Asian Institute of Management
(AIM)

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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.





Purpose

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

Letter of Commitment

Asian Institute of Management (AIM) demonstrates its commitment to PRME's Principles through the following letter from senior leadership.

Institutional Mission, Vision, and Strategy

The following outlines Asian Institute of Management (AIM)'s institutional mission, vision, and strategic approach to responsible management education.

Mission, Vision, Strategy or Purpose

Relevant Stakeholders

Public

Purpose

Mission and Vision Statement of Asian Institute of Management



Values

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

RME Leadership Accountability

At Asian Institute of Management (AIM), accountability for responsible management education is structured as follows:

Formalized Senior Leadership Role

AIM Designated Accountable Person

To ensure the integration of Responsible Management Education (RME) at the institution AIM has a designated individual accountable and responsible for Responsible Management Education (RME).

Felipe O. Calderon, CPA, CMA, PhD, who serves as the School Head of the AIM Washington SyCip Graduate School of Business and Executive Director of AIM Gov. Jose B. Fernandez Jr., Center for Sustainable Finance, is responsible for overseeing the implementation of RME at the institution.

Organizational Structure for RME

The following organizational entities at Asian Institute of Management (AIM) are responsible for RME:

- ❖ Research-Focused Entity
- ❖ Teaching-Focused Entity



Teach

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

RME Elements in Degree Programs

Asian Institute of Management (AIM) integrates responsible management education into its degree programs through 4 different approaches:

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

AIM's Institutional Basic Courses

To demonstrate AIM's dedication to responsible management education, equipping students to lead ethically and promote sustainability.

Responsible Management Education is an integral part of AIM's educational vision, a cornerstone shaping the Institute's business model and all its offerings. This commitment impacts the development and delivery of AIM's courses, programs, degrees, and non-degree initiatives, ensuring alignment with principles of sustainability, ethics, and social responsibility.

In line with this, AIM has integrated key Institutional Basic Courses into all its programs, commencing in Academic Quarter 2 of AY 2022-2023 (October 2022) and revised in March 2023. These courses—*Ethics, Sustainability, Data Visualization and Storytelling, and Artificial Intelligence*—are designed to equip students with the knowledge and skills needed for effective leadership in a rapidly changing business environment. By incorporating these courses into the curriculum, the Institute promotes critical thinking, responsible decision-making, and technological proficiency, ensuring that students are well-prepared to address contemporary challenges and contribute meaningfully to sustainable development in their respective fields.

Guest Speakers and Showcase Events

KAS Solutions Conference 2023

Date

November, 2023 - November, 2023

Location

Makati Diamond Residences, Makati City, Philippines

Speakers

Makati City Mayor Abigail "Abby" Binay and Baguio City Mayor Benjamin "Benjie" Magalong

AIM Rizalino S. Navarro Policy Center for Competitiveness (AIM RSN PCC) participated in the 2nd Konrad-Adenauer-Stiftung (KAS) Solutions Conference themed “Confronting the Climate Crisis.” AIM RSN PCC co-organized one of the four breakout sessions to advance actionable climate strategies. The conference underscored the urgency of climate action, promoting inclusive dialogue and partnerships to effectively address climate change challenges.

2023 Asian Conference on Climate Change and Disaster Resilience

Date

August, 2023 - August, 2023

Location

AIM Campus, Makati City, Philippines

Speakers

Loren Legarda, Philippine Senate President; Robert E.A. Borje, Vice Chairperson and Executive Director of CCC; Emmanuel Rubio, President and CEO of Aboitiz Power Corporation; Elirozz Carlie Labaria, Disaster Risk Reduction and Management and Climate Portfolio Coordinator for UN FAO; and Bruno Carrasco, Director-General of ADB’s Climate Change and Sustainable Development Department

AIM Stephen Zuellig Graduate School of Development Management (AIM SZSDM) collaborated with Aboitiz Power and the Climate Change Commission of the Philippines to host the 2023 Asian Conference on Climate Change and Disaster Resilience. The conference gathered experts, policymakers, and advocates to address the challenges posed by climate change and disasters in Asia. With the theme, Building Bridges: Driving Collective Action for a Climate and Disaster Resilient Asia, the event highlighted the significance of collaborative endeavors in addressing these urgent issues. Joining over 350 attendees from diverse sectors, onsite and online, participants explored avenues for capacity development in climate and disaster management. Participants left with a renewed sense of purpose as the conference concluded, armed with valuable insights and connections that will drive collaborative endeavors in the fight against climate change and disaster resilience.

2023 Asian Forum on Enterprise for Society (AFES)

Date

September, 2023 - September, 2023

Location

Conrad Hotel, Pasay City, Philippines

Speakers

Keynote Speakers: Peter Brabeck-Letmathe, Chairman Emeritus of Nestle Group Austria & Paul Polman, Former CEO of Unilever Netherlands

[Supporting Links](#)

AIM Ramon V. del Rosario, Sr. Center for Corporate Responsibility (AIM-RVR Center) hosted the 2023 Asian Forum on Enterprise for Society (AFES), with the theme “Boosting Innovation and Inclusion Together.” This event gathered global thought leaders, business executives, and community representatives to engage in meaningful discussions on corporate responsibility and sustainable business practices, further reinforcing AIM's commitment to fostering a more inclusive and sustainable future. Since 2002, the AIM-RVR Center has hosted AFES, one of the largest conferences focused on corporate responsibility in the Asian region.

9th Annual Public Policy Conference

Date

September, 2023 - September, 2023

Location

AIM Campus, Makati City, Philippines

Speakers

Arsenio Balisacan, Socioeconomic Planning Secretary of National Economic and Development Authority (NEDA); Aniceto Orbeta Jr., President of PIDS; Jikyeong Kang, President of AIM President and Dean; and Raphael Perpetuo Lotilla, Secretary of Department of Energy

AIM Dr. Andrew L. Tan Center for Tourism (AIM ALT-CFT) collaborated with the Philippine Institute for Development Studies (PIDS) and Bangko Sentral ng Pilipinas (BSP) to host the 9th Annual Public Policy Conference during the 21st Development Policy Research Month. Themed Green and Digital: Managing the Twin Transition towards Sustainable Development, the conference aimed to highlight the pivotal role of policy research in driving the nation's socio-economic progress while fostering greater public awareness of critical socioeconomic issues.

The signatory's pedagogical approach, which includes RME in all degree program design and pedagogical innovations

Methods

AIM has been at the forefront of empowering leaders in Asia for over 50 years, driving sustainable development through innovative, cutting-edge programs. The Institute's diverse, practitioner-oriented approach equips students with the skills and perspectives needed to thrive in dynamic global and regional markets.

We are deeply committed to empowering entrepreneurs, business leaders, and development professionals to drive sustainable progress across social, political, technological, and economic aspects in the Asian region. Our institute, comprising faculty, students, teaching materials, and research, maintains a strong Asian focus, particularly on Southeast Asia and the ASEAN community.

With over 50 years of experience, we have established ourselves as a premier source of human resource development for both private and public sectors in emerging markets, especially in Asia. Our programs are tailored to address regional needs, management styles, and specific issues while incorporating a global perspective. This approach fosters students' awareness and sensitivity to diverse cultures, belief systems, business structures, governance, and regulatory environments in the region, equipping them with effective skills in Asian management practices. This commitment makes us the preferred choice for students aspiring to higher education.

Here are examples that highlight AIM's standard of excellence in business and development management:

- Eminent Leadership. Our Board of Governors and Trustees consists of distinguished leaders from business and academia who are passionately dedicated to fostering sustainable development in Asia and improving the lives of its people.
- Multicultural Environment. Our faculty and student body represent a rich diversity of cultures and nationalities.
- Strong Alumni Network. Our graduates hold prominent positions in the private, public, and non-profit sectors both within Asia and globally.
- Practitioner-Oriented Approach. Our faculty are academically and professionally qualified experts with broad experience and regional outlook in Asian management and practices. Our approach is practitioner-oriented, and we continue to leverage our established relationships with reputable academic and development organizations globally to develop and enhance our programs and activities.
- Thought Leadership. Our research centers serve as collaborative hubs for the private sector, government, and CSOs. Financial contributions and involvement of our external stakeholders support the Institute's programs and research projects.
- Practical Learning with Case Study Method. Our programs and short courses prioritize practicality and real-world applications, leveraging the case study method adapted from Harvard Business School. This approach enables students to analyze real business scenarios, enhancing their skills in critical thinking, decision-making, and communication.
- Learning Teams. Our students are organized into learning teams that bring together individuals from diverse age groups, cultures, academic backgrounds, and work experiences. This approach promotes collaborative learning and leadership development

while embodying AIM's inclusive approach among students. Grouping our students into learning teams provides them with a diverse learning environment and the opportunity to experience and benefit from a range of perspectives.

Chapters

Curriculum Management

Our curricula, courses, and teaching materials undergo regular review and continuous development to meet the evolving needs of the private and public sectors in the Philippines and other Asian countries. By doing so, we can determine the extent to which learning goals and objectives are covered in our course offerings and learning activities. We align our program's curriculum and learning goals with AIM's Vision by:

1. Offering cutting-edge practitioner-oriented management programs that use learning technologies that are responsive to cater to our diverse markets.
2. Promoting relevant research that enhances the quality and excellence of our programs.
3. Attracting and developing faculty with distinctive competence and supporting highly skilled and trained staff to ensure the delivery of quality services.
4. Fostering a culture that values professionalism, creativity, and excellence.

Our iMBA program is designed to cultivate well-rounded business leaders through a rigorous curriculum. It starts with a preparatory boot camp to bridge the gap between students' academic backgrounds and program demands, refreshing fundamental management concepts and introducing the case method and analytical frameworks crucial for business decision-making. Following the boot camp, core courses spanning nine months cover key business areas, including accounting, economics, finance, human resources, leadership, marketing, operations, and strategy. Faculty, primarily business practitioners, facilitate case discussions to sharpen critical thinking, analytical abilities, innovation, and collaboration skills. In term 4, students choose from diverse elective courses to broaden their knowledge across disciplines or specialize in areas like Finance, Financial Technology, Sustainable Finance, Business Analytics, or Marketing and align with specific career aspirations:

MBA Electives Courses	
1 Mergers and Acquisitions	12 Retail Marketing
2 Investment Banking	13 Brand Management
3 Portfolio Management	14 Customer Relationship and Sales Management
4 Fixed Income Market Analysis and Strategies	15 Special Topics in Sustainability
5 Financial Risk Management	16 Venture Capital for Impact
6 Advanced Valuation	17 Sustainable Supply Chain
7 Introduction to FINTECH	18 Sustainable Business Models
8 Key Enablers and Ecosystem	19 Network Analytics
9 Categories (Pay, Borrow, Insure, Invest)	20 Data Strategy
10 Business Models	21 Applied Analytics with Apps
11 Digital Marketing	

Our EMBA program is designed to enrich and expand the students' knowledge of general management concepts through in-depth discussions of real-life business cases relevant to their professional experiences. The curriculum is structured around key tracks focusing on leading across functions, managing business model disruptors, cultivating strategic mindsets, and applying strategy models in diverse local and global contexts. Like our iMBA program, EMBA students engage with over 130 business cases covering economics, finance and accounting, marketing, operations, leadership, and strategy. Through the case study method, professors guide students in making informed decisions and crafting strategic action plans. A preparatory boot camp is offered to bridge academic gaps and prepare students for the pace and demands of the program.

Our Online MBA program fosters action-oriented managers through an adaptive learning approach.

The curriculum is delivered asynchronously and synchronously, including pre-program tutorials and orientations, enabling students to participate without work schedule disruptions. Integrated with the case method, the core courses span five terms and culminate in a capstone project in the sixth term where students apply acquired knowledge and skills. A preparatory boot camp is offered to bridge academic gaps and prepare students for the pace and demands of the program.

Our MCS program is designed to empower managers to effectively navigate cybersecurity challenges. Its curriculum addresses the growing need to manage cybersecurity threats within evolving organizational landscapes and technological advancements. Expert faculty and practitioners in information technology and cybersecurity teach students to align cybersecurity strategies with organizational goals. Integrating business and information security courses, the program enables graduates to develop policies, procedures, and technical solutions that comply with regional, national, and global regulations and standards. The program spans six terms, including preparatory and core courses covering management fundamentals in General Management, Marketing, Operations, Data Governance and Compliance, Risk Management, Finance and Accounting, Leadership, Strategy, Economics, and Business Analytics, culminating in a capstone project.

Our MSc FinTech program integrates finance, computing, risk, and behavioral science expertise to explore innovative technologies and the disruptive nature of FinTech business models. The curriculum examines how FinTech combines finance and technology fields, how it changes how companies and consumers interact, and how it affects the regulatory environment in which FinTech companies operate. The program aims to develop the students' skills in programming, business analytics, digital strategy, data science, and risk management within financial services, preparing them for roles in the evolving FinTech landscape.

Our MDM program offers a curriculum centered on impact leadership. It employs a blended, flipped, and problem-solving approach to learning, with coursework equally divided between synchronous (real-time) activities and asynchronous (student-paced) sessions. Through the

problem-solving approach, professors facilitate in-class activities focused on interactive learning and student-centered instructions, utilizing more time to impart ways to think, analyze, and solve problems among students. The curriculum unfolds four (4) terms with overlapping phases in environmental analysis, organizational analysis, social impact strategy, and impact evaluation and pivots. The courses are grouped into clusters: SDG and Wicked Problems, Leading Under VUCA, Innovation and Complexity Thinking, Program and Project Development and Management, Managing Impact Organizations, Research Methods and Impact Measurements, Impact Leadership Lab, and Written Management Communication.

A key component of our MDM curriculum is the Impact Leadership Laboratory, where students work in small teams to collaborate with organizations tackling real development challenges in each of the concentration areas of Social Entrepreneurship, Policy, and Transformation, or Impact-first Investing. Our problem-solving approach to learning cultivates students' knowledge, creativity, and agency to drive impactful change. At the same time, they pursue innovative solutions to persistent development challenges and engage in active inquiry, iterative solution generation, and rapid prototyping of potential solutions.

Our EMDRCM program structures its curriculum around concentrations, organizing courses into a sequence of foundational, advanced, and specialist levels. During the initial terms, students focus on foundational Disaster Risk and Crisis Management courses to gain exposure to various concentration areas and expand their professional knowledge. Subsequently, students progress to advanced courses to develop expert understanding and broader perspectives in integrative concentration areas. The last two terms concentrate on specialist courses to enhance and apply skills and knowledge acquired in foundational and advanced coursework through practical applications. At the end of the program, students are expected to develop capstone projects that demonstrate an in-depth application of acquired skills.

Our ME program structures its curriculum to be practical, flexible, rigorous, and achievable to accommodate the realities of part-time students who are running a business while learning how to grow their business. The curriculum is encapsulated in 7 progressive terms, focused on The Entrepreneur's Toolkit (Focus on Fundamentals), Building a Solid Foundation (Professionalizing and Systematizing), and Crafting a Strategic Growth Trajectory (Scaling and Sustaining). A significant aspect of our curriculum involves Entrepreneurship Laboratories, where students earn academic credits by demonstrating how classroom learnings are applied in their businesses. These labs provide a platform for students to critically examine and improve their practical theory implementation, with professors and mentors offering constructive insights and guidance. In terms 1-2, students evaluate key business areas with a bias towards action and quick course corrections. Throughout terms 3-4, students design and build sustainable enterprises using self-regulating operating systems. In the final terms 5-7, students deepen their understanding of

business contexts and emerging trends to identify new markets, drive innovation, and attract capital, reinforcing the practical application of their academic knowledge within their entrepreneurial ventures.

Our MIB program is strategically designed to harness the transformative potential of the Fourth Industrial Revolution, empowering students to excel as dynamic start-up entrepreneurs or corporate innovators. Central to the program is the innovative Capstone Project, unfolding over three phases—Insighting, Ideating, and Implementing—across five terms, culminating in a compelling pitch to potential investors on Demo Day. This project allows students to develop and bring cutting-edge products, processes, or services to the market, refining them through prototyping and the creation of comprehensive business plans. Throughout the curriculum, students engage deeply with technological systems spanning biological, physical, and digital domains, cultivating skills essential for future roles as trend forecasters, change managers, innovation architects, pitch persons, networkers, and influencers. The program's distinct offerings include the Innovation Lecture Series, providing students with a strategic roadmap for their innovation journeys and capstone projects, and the Technopreneurship course, featuring discussions with international founders, imparting invaluable insights into the entrepreneurial flair and technology-driven vision that shape leading global brands.

Our MSDS program is designed to offer a comprehensive learning experience, equipping students with advanced skills in data science, AI, and essential leadership and management abilities. The curriculum includes core data science and AI courses – Data Mining and Wrangling, Machine Learning, Big Data & Cloud Computing, Deep Learning, and Network Science – alongside business administration courses to develop a well-rounded skill set encompassing technical expertise and strategic business acumen. A core component of the program is the MSDS Capstone Project, where students have the opportunity to collaborate on live projects with private and public organizations, empowering them to create groundbreaking, data-driven solutions for complex, real-world challenges. Students receive personalized mentoring and coaching from AIM professors and data scientists at AIM's Analytics, Computing, and Complex Systems Lab (ACCeSs@AIM), ensuring they acquire the necessary skills and confidence to excel in the field of data science. The MSDS program uniquely prepares graduates to navigate the complexities of digital transformation and lead impactful data-driven initiatives, positioning them for success across diverse industries and roles.

Our PhD in DS program is dedicated to cultivating the next generation of data science leaders in the era of Industry 4.0 and pushing the boundaries of data science by bridging research insights with practical applications across diverse domains. With core focuses on Complexity Science & Network Science, and Artificial Intelligence, students are empowered to pioneer original contributions in data science using advanced computational, mathematical, and statistical methodologies applied to large-scale datasets, all while promoting interdisciplinary collaboration and ethical responsibility. Throughout the program,

students engage in comprehensive cross-disciplinary research and gain valuable teaching experience, preparing them for academic careers and leadership roles across sectors such as finance, economics, urban planning, healthcare, and logistics. The graduates emerge ready to drive ethical and impactful data science research and policymaking, shaping the future of business and society with their expertise and innovative approaches.

Our BSDSBA and BBAMIS dual undergraduate program spans four years, with each academic year comprising two semesters and a yearly summer term. Students have the option to spend their senior year at the University of Houston, either in residence or online. Throughout the program, students benefit from AIM's cutting-edge computing facility, housing the country's fastest supercomputer, Super Jojie, capable of processing data at up to 1.2 petaflops. Students learn about data science within a business school context, supplemented by online classes at UH each semester. This approach provides insights and hands-on experience from practitioner data scientists while utilizing AIM's top-tier computing facilities.

Development Executive Programs

Our DEPs are designed to widen AIM's impact across government and non-profit sectors. They aim to cultivate the next generation of development leaders capable of creating public value and advancing the common good. These tailored courses are developed through intensive collaboration and analysis involving the company's executives, training team, and potential participants.

Participants in our DEPs gain essential knowledge, skills, competencies, tools, and innovative techniques to effectively address workplace challenges, enhance service delivery efficiency, and champion sustainability initiatives.

Learning Assessment and Methodologies

All our degree and non-degree programs undergo rigorous curriculum management to ensure their offerings remain current and robust. This is achieved through our Assurance of Learning (AoL) process, which involves regularly updating and enhancing the curriculum. The Academic Program Director drives each program, with the teaching faculty involved and program staff supporting it.

AIM has institutionalized curriculum alignment with its mission by integrating the mission statement into each program's learning goals and objectives. To ensure all programs are mission-driven, the Curriculum Management and Assurance of Learning (CMAOL) unit and the Curriculum Review and Assurance of Learning (CRAOL) Committee collaborated with programs and faculty to align program learning goals and objectives with all components of the Institute's mission. Graduate attributes and institutionally intended learning outcomes (see table below) are developed to articulate the institution's mission, serving as a framework for program design and reflected in each program's learning goals and unique

attributes. These initiatives create a holistic educational experience that shapes well-rounded students, fostering academic excellence and essential skills for success in diverse professional and personal contexts.

Strategic and Critical Decision-Maker	Ethical Business Professional	Effective Communicator	Specialist Manager	Adaptive Leader
Graduates integrate fundamental principles in various disciplines to solve real-world programs. Graduates evaluate data using their domain expertise to <u>inform</u> sound business decisions.	Graduates integrate ethical principles into real-world business scenarios to understand their impact on stakeholders and society. Graduates assess the impact of ethical business practices on social responsibility and sustainable development.	Graduates employ verbal, written, visual, and non-verbal communication skills to effectively communicate with diverse audiences. Graduates foster productive collaborations and engagement among stakeholders.	Graduates integrate essential theoretical frameworks of their respective fields of study with practical applications within their professional practice. Graduates assess the application of core management functions in their professional field of study.	Graduates lead essential change initiatives that engage multicultural and multidisciplinary stakeholders. Graduates leverage learning and technology to innovate, build resilience, and transform business.

In 2020, AIM established the CRAOL unit, comprising Academic Program Directors and key stakeholders. CRAOL reviews curriculum change proposals, shares best practices in curriculum and AoL, and develops action plans. Approved changes by CRAOL undergo review by School Heads and faculty for an inclusive, flexible curriculum design. Meanwhile, CMAOL focuses on supporting AIM's curriculum and learning improvement initiatives and providing technical and secretariat to CRAOL. Led by the Assistant Dean for Academic Programs, CMAOL standardizes teaching practices and offers consultations on curriculum and AoL. CMAOL ensures the relevance of the curriculum by reviewing each program's curriculum every three years.

Periodic curriculum reviews for each program include course-embedded measures, stand-alone testing, or end-of-course performance evaluations to assess the coverage of program learning goals and objectives in courses and learning activities. Assessment results are shared with faculty for discussions and comments to enhance program curriculum and teaching methods and bridge any gaps between expected and actual learning outcomes. Moreover, students self-assess and evaluate their progress toward program completion, providing valuable feedback to faculty and program staff to assess the achievement of program learning goals.

Institute's Assessment Tools

Assessment Tools	Description
Action Consulting Project	<p>The Action Consulting Project (ACP) is a major requirement for iMBA students, providing an opportunity to apply classroom learning and personal experience to real organizational issues. Working in teams under the supervision of a faculty mentor, students address business challenges facing client organizations. Each team conducts organizational diagnosis, identifies issues, and generates detailed recommendations and implementation plans.</p> <p>The ACP simulates a scenario familiar to iMBA students preparing for and participating in a case discussion. However, unlike traditional case discussions, where students read about and discuss issues in a classroom, the ACP provides a live case experience. Students work in teams to interact with organizations and their employees over an extended period to solve real-world business challenges. The organization has a real stake in the outcomes of the students' recommendations.</p>
Action Learning Project	<p>The Action Learning Project is a major requirement for students who are enrolled in short courses. The project can either present a solution to an existing business challenge in the organization or identify a new growth opportunity aligned with the strategic goals of their respective companies and approved by their management. The project should contribute to any of the following company's strategic drivers: Digital Transformation, Growth and Acceleration, Expansion of the Ecosystem, or Quality Management.</p>
Business Strategy Game	<p>The Business Strategy Game is a management simulation game that encapsulates how a business operates within a given industry context and is designed to improve the company's performance in the game. It allows students to apply concepts learned in strategic thinking, formulation, and implementation across various business functions. The students collaborate within teams and compete against other teams to be the market leader of the industry.</p>
Capstone Project	<p>The Capstone Project is a major requirement for EMBA, OMBA, MCS, and FinTech students and must be fulfilled before graduating. It is similar to a thesis and involves creating an application-based report. The primary objective of the capstone project is to provide students with an opportunity to reflect on what they have learned and how they have progressed during the program. Further, it aims to integrate the skills, approaches, frameworks, and methodologies they have learned and apply them comprehensively to their respective situations.</p>
Classroom Participation	<p>Individual classroom participation assesses the quality of contributions a student makes in classroom discussions or activities rather than the frequency of recitation. Quality contributions may include expanding on a classmate's idea, presenting an argument, or disputing a claim with evidence. This engagement can occur in face-to-face classes, synchronous online sessions, hybrid classes, or online discussion boards.</p>

Comprehensive Exam	The Comprehensive Examination serves as the culminating assessment for the doctoral coursework component. Its purpose is to ensure that doctoral students possess a robust foundation in fundamental theories and a body of knowledge in data science. The exam is typically designed with a focus of 70% theory and 30% hands-on to evaluate both theoretical understanding and practical application.
Group Peer Evaluations	As part of the learning process, students evaluate and provide feedback on their peers' work. Evaluation can be done through rubrics, checklists, written comments, or numerical ratings. This approach promotes active learning and fosters collaboration and teamwork.
Individual & Group Reports/ Submissions with Peer Evaluations	These reports assess the skills, knowledge, and teamwork of the students on an individual/group level. Students may also assess their teammates based on individual participation and productivity to the assigned deliverables.
Individual & Group presentations	The student must demonstrate mastery of visual, verbal, and non-verbal components for effective presentations.
Quizzes	It is an individual assessment, which may be between 30-minute and 1-hour course content examinations, typically done at mid-course delivery or after a specific/identified class session.
Projects	These projects are individual or group tasks that demonstrate learning and acquiring new skills, resulting in a unique product or service. Projects can be short or long-term.
Reflection	It is an individual assessment that accurately represents the students' ideas, evidence, and conclusions and navigates the connections and contradictions in their assigned material to produce an informed reflection.
Strategy Report	The strategy paper will be written in the form of an executive report that contains recommendations addressing a particular strategic issue faced by a company. The primary objective of the Strategy Report is like a Capstone Project, which is to provide students with an opportunity to reflect on their learnings and progress during the program. Furthermore, it aims to integrate the skills, approaches, frameworks, and methodologies they have learned and apply them comprehensively to their respective situations.
Team Presentations	Team presentations assess the Learning Team's ability to articulate issues in a timed presentation, covering Context, Methodology, Issues and Challenges, and Recommendations.
Written Analysis of Cases (WACs)	Individual and group WACs complement the case method class discussions and are meant to test students' skills in analyzing a case. WACs require students to apply their thoughts, organize their ideas, and present them in coherent, cohesive, logical, internally consistent, and concise writing. Selected cases are analyzed to highlight the application of concepts as well as the tools and techniques for analysis and decision-making.
Written Examinations	It is an individual assessment that typically involves comprehensive integration of course content and may range from 1 to 4-hour written examinations.

Learning Methodologies

The learning methodologies employed by our faculty are designed to provide students with a holistic learning experience, encompassing activities both within and outside the traditional classroom setting. These methodologies are categorized as follows, with a selection of our learning approaches detailed in the table below:

- **Structured Learning:** Provides students with an organized, supervised, and in-depth framework for acquiring knowledge and skills.
- **Social Learning:** Allows students to learn from others through observation, collaboration, and group activities, gaining diverse perspectives and insights.

- **Applied Learning:** Involves students actively applying skills and theories to real-world situations, enhancing understanding and developing practical problem-solving abilities.

Structured Learning	Social Learning	Applied Learning
Lectures & class discussions	TED Talks (Brief talks of experts in various fields to stimulate learning)	Workshop (Small groups work together to solve problems and share results with other groups)
Learning team discussions	Coaching and <u>Mentoring</u> with Faculty	Walkabouts (A themed story telling from actual field/ customer observations, interviews, and/or surveys)
Case method of learning	Cross-Industry Interactions/ Hackathons	Simulations (Scenarios that simulate different conditions, such as poor cash flows, negotiations, etc.)
Diagnostics and profiling	Games (Fun exercises where groups are exposed to social and psychological reactions that simulate real-life dilemmas)	Real-Life Applications Projects and Presentations (Application of learning through group/ individual projects and presentations)
Technology Integration (Lucidchart for process flow mapping, Kahoot for class participation, HBR Simulation Games, etc.)		

Our faculty use cases, scenarios, and learning materials that promote an extensive understanding of sustainable development goals and social responsibility. The table below lists some related cases and learning materials currently used in the MDM and EMDRCM courses:

Learning/ Case Materials	Publication
De Vera, M.D., Ramos, D.D., Soriano, J., & Piosang, T. "Bridging leadership and transformation in Dumingag, Zamboanga Del Sur, Philippines." Emerald Publishing Limited	2022
Guisolan, S.C., Ambroggi, M., Meeussen, A., Althaus, F., & Eperon, G. "Health and security risks of humanitarian aid workers during field missions: Experience of the International Red Cross." <i>Travel Medicine and Infectious Disease</i> , 46, 102275.	2022
Guissoni, L., Neto, L.M., Aidar, M.M. "Looking for a Sustainable Model at Brazilian Edtech Start-up Resilia." arden School of Business	2022
Prashar, A. & Gupta, P. "Twitter India: At a Crossroads between Freedom of Expression and Social Responsibility." Ivey Publishing.	2022
Fan, S., Teng, P., Chew, P., Smith, G., & Copeland, L. "Food system resilience and COVID-19 – Lessons from the Asian experience." <i>Global Food Security</i> , 28, 100501	2021
Gavino, J.C., De Vera, M.J., Verzosa, C., Indoyon, K.F.C., & Bella, R. "Stakeholder Analysis and Identification for Social Change Programmes in Conflict Settings." <i>Journal of Peacebuilding & Development</i> , 16(2): 259 – 266	2021
Su, N., Chen, L., Wu, K., Migueis-Teixeira, M. "Sydney Opera House: Creating a Masterpiece." Ivey Publishing	2021
Basuil, D. A., & Santiago, A. "On the right track?: Human capital management in the Philippines." <i>International Journal of Employment Studies</i> , 28(2): 6–29.	2020
Dalaibuyan, B., Ferguson, S., & Werker, E. "Rio Tinto and Omnogovi: A Community Cooperation Agreement." Ivey Publishing.	2020
Ulaga, W., Carmon, Z., & Heely, L. "Lemonade: Delighting Insurance Customers with AI and Behavioural Economics - A Disruptive InsurTech Business Model for Outstanding Customer Experience and Cost-Effective Service Excellence." INSEAD Publishing	2020
Vietor, R.H.K. "Singapore: Facing Challenges Together." Harvard Business School.	2020
Wadhvani, R.D., Lubinski, C., & Viebig, C. "Platform Startups: Launching Online Marketplaces." Llyod Greif Center for Entrepreneurial Studies	2020
Zafra, M.A.G., Manuela, W.S., De Vera, M.J., & Golamco, A.G. "Hijo Resources Corporation: Integrating Sustainability into Day-to-Day Operations." Ivey Publishing	2020
Ali, S.S., Kaur, R., Saucedo, J.A.M. "Best Practices in Green Supply Chain Management: A Developing Country Perspective." Emerald Publishing Limited	2019
Hilliard, P. & Lopez, D. "Lead, Motivate, Engage: How to INSPIRE Your Team to Win at Work."	2019
Seshadri, DV.R. & Sasidhar, K. "DHAN Foundation's Climate Change Initiative (Part A): Choosing Among Multiple Good Options." Indian school of Business	2019
Bennedsen, M., Roulet, A., Stabile, M., & Brian, H. "Gender Inequality: Why Women are Paid Less than Men." INSEAD Publishing	2018
Hagel, J., Schwartz, J., & Bersin, J. "Redefining Work: Three Forces That Are Reshaping Jobs." Rotman Management Magazine	2018
Pizzagalli, L., Sharma, A., & Lacsu, D. "Marketing at the Bottom of the Pyramid: Serving, and in the Service of Low-Income Consumers." <i>Innovative Marketing</i> , 14(2): 35-40	2018
Rosenberg, J., Dreisbach, T., Donovan, C., & Weintraub, R. "Positive Outlier: Sri Lanka's Health Outcomes over Time." Harvard Medical School	2018
Porter, M., Miller, K., McCreless, M., Carlsson, K., Hudson, J. & Sheldahl-Thomason, H. "Rwanda: National Economic Transformation." Harvard Business School	2006, Rev. 2017
Zelleke, A. & Billaud, E. "Passion and Strategy: Novozymes' Embrace of the UN Sustainable Development Goals." Harvard Business School	2017
Gangwar, M., Das, J.K., & Singh, K.N. "GreenDust: Revolutionizing the Returns Process." Ivey Publishing	2016
Pearson, C. "Empowering Female Micro-entrepreneurs through Education: Raising Half the Sky in Just Three Hours." Thunderbird School of Global Management	2015
Amerasinghe, N. "Design, Appraisal, and Management of Sustainable Development Projects." Asian Institute of Management	2015

AIM Degree Programs

Over the years, AIM has consciously integrated the values of global social responsibility and concepts such as triple bottom line, sustainable development, and inclusive growth into our curricula, academic strategies, and activities. This deliberate effort ensures that the essential components of responsible management education are reflected in our degree programs' learning goals and objectives while embracing technology and innovation.

Our academic strategies and curricula are specifically designed to empower individuals, catalyze inclusive and sustainable development, demonstrate contextual relevance, and promote international connectivity and collaboration.

The Curriculum Review and Design Committee, comprised of AIM faculty and School Heads, plays a critical role in maintaining the alignment of our curricula, program design, and courses with the Institute's mission. The committee periodically reviews our program offerings, incorporating feedback gathered from evaluations, interviews, and discussions with alumni, students, and partner organizations. Industry research and trend analyses are also used to identify areas for improvement. This comprehensive approach ensures that the essential components of responsible management education remain embedded in our degree programs, fostering socially aware and empowered individuals.

Our International Master's in Business Administration (iMBA) program aims to cultivate dynamic, forward-thinking graduates who become eminent and influential business leaders in Asia and other parts of the world. The iMBA student body represents a diverse group of leaders, influencers, and changemakers across Asia, bringing varied cultural backgrounds, career experiences, and industry fields. Students are encouraged to embrace critical thinking, analytical prowess, innovation, and collaboration while navigating a rigorous curriculum that includes over 130 real-world business cases covering economics, finance, accounting, marketing, operations, leadership, and strategy.

Our Online Master in Business Administration (Online MBA) program is designed for professionals seeking to pursue a graduate business degree while balancing work and family commitments. The curriculum mirrors that of our flagship iMBA program, offering the same core courses. Our innovative teaching methods integrate synchronous and asynchronous learning approaches to enhance the students' knowledge, sharpen their skills, and transform their mindsets.

Our iMBA and Online MBA programs ensure that our graduates embody the following qualities:

1. Demonstrate strong analytical, critical, and logical thinking skills.

2. Excel as an effective communicator.
3. Exhibit effective and ethical leadership qualities with strong teamwork capabilities.
4. Skillfully manage the interaction between different functional areas within organizations.
5. Possess a comprehensive understanding of both Asian and global business contexts.
6. Demonstrate proficiency in quantitative analysis and numeracy.

Our Executive MBA program aims to develop students with a general management perspective that is Asian, entrepreneurial, social, and developmental in outlook. Guided by seasoned and practitioner-oriented faculty, the program focuses on refining students' analytical, decision-making, implementation, and leadership skills at both strategic and operational levels. Through deep-dive discussions of real-life business cases, students leverage their professional experiences to enrich their understanding of general management concepts.

Our EMBA program is committed to ensuring that its graduates demonstrate the following qualities:

1. Business integration skills, creating value for customers and shareholders across functions.
2. Strategic and entrepreneurial thinking, capable of developing and implementing innovative strategies and ventures in diverse business environments.
3. Creative and systematic learners, engaging in thoughtful analysis and reflection to drive continuous innovation.
4. Effective leadership and execution abilities, fostering capacity within themselves, their teams, and their organizations.

Our Master of Cybersecurity (MSC) program aims to develop cybersecurity professionals equipped to lead and govern cybersecurity initiatives within organizations. Our MCS curriculum is tailored to meet the growing demand for managing cybersecurity risks in evolving technologies and workplace structures, adhering to international standards with a strong practitioner-oriented focus. By integrating essential business courses, our program enables professionals to align business priorities effectively while managing cybersecurity threats. The MCS program caters to both non-technical managers needing technical knowledge and technical managers seeking to enhance organizational management capabilities, empowering them to effectively steer teams through cyberattacks and related risks.

Our MSC program is committed to ensuring that its graduates demonstrate the following qualities:

1. Creating and supporting management plans and programs for organizational business continuity, resilience, and financial viability as security management professionals.
2. Ethically and responsibly managing risks, threats, and vulnerabilities.
3. Effectively communicating and interacting with various functional areas.
4. Supporting and enhancing the organization's governance, risk, control, and financial management frameworks.

Our Master of Science in Financial Technology (MSc FinTech) aims to equip students with in-depth knowledge of business models and technologies shaping the global financial sector. Developed in collaboration with Manchester Met, the curriculum follows Manchester Met's learning modality. Through this program, students gain combined expertise in finance, computing, risk management, and behavioral science, empowering them to excel in the evolving landscape of financial technology.

Our MSc Fintech program is committed to ensuring that its graduates demonstrate the following qualities:

1. Apply critical thinking to practical and theoretical problems.
2. Be effective communicators using a range of media.
3. Demonstrate an awareness of ethical, corporate social responsibility, and sustainability issues appropriate to the level of study and discipline.
4. Demonstrate professional and commercial/corporate awareness.

Our Master in Development Management (MDM) program aims to develop capable and adaptive development managers who excel in scaling social impact through social entrepreneurship, transformative policy implementation, and impact-first investing. Students acquire the skills to address pressing challenges, demonstrating interpersonal aptitude, creativity, and cognitive flexibility necessary to co-create scalable solutions aligned with the Sustainable Development Goals (SDGs).

Our MDM program is committed to ensuring that its graduates demonstrate the following qualities:

1. Develop a critical understanding of development management theories.
2. Co-create scalable solutions to complex development challenges.
3. Exhibit interpersonal aptitude, cognitive flexibility, and creativity in managing complex and ambiguous development environments.

4. Lead with impact in policy implementation, social entrepreneurship, or impact-first investing.

Our Executive Master in Disaster Risk and Crisis Management (EMDRCM) program aims to equip students with leadership skills and the ability to assess organizational performance, formulate strategies, and make evidence-based decisions. Students are provided with tools for implementing and measuring interventions and are taught to integrate multi-sectoral and interdisciplinary aspects of disaster risk and crisis management. Our EMDRCM program is the first of its kind to offer leadership and management courses to disaster and crisis professionals, focusing on how disasters and crises are managed in the Asian Region and coordinated methods and integrated tools in disaster risk and crisis management.

Our EMDRCM program is committed to ensuring that its graduates demonstrate the following qualities:

1. Build resilience in Asian organizations and communities through effective management, leadership principles, and sound business practices.
2. Assess and analyze disaster risk and crisis environments, developing coordinated approaches to address various types of disasters.
3. Implement holistic and inclusive plans and programs using evidence-based strategies and innovative solutions.
4. Lead and mobilize diverse stakeholders and functions to achieve impactful disaster and crisis management results.

Our Master of Entrepreneurship (ME) program aims to cultivate leaders of existing entrepreneurial businesses focused on sustainable enterprise growth. The program emphasizes the importance of balancing business and personal goals while developing the students' organizational leadership skills and innovative methods for value creation and success.

Our ME program is committed to ensuring that its graduates demonstrate the following qualities:

1. Strategic thinkers capable of initiating, professionalizing, systematizing, scaling, sustaining, or diversifying businesses and enterprises.
2. Critical and analytical managers proficient in leveraging resources and technology to drive innovation.
3. Leaders and implementers who comprehend organizational roles and can transition effectively within enterprises.

Our Master in Innovation and Business (MIB) program aims to empower and enable STEAM (Science, Technology, Engineering, Agriculture, Architecture, Mathematics, and Medicine) professionals to manage and design innovations for startups, enterprises, and organizations at various development stages. Through team-based innovation projects, the program equips technically inclined students with essential business, design, and leadership skills.

Our MIB program is committed to ensuring that its graduates demonstrate the following qualities:

1. Sell ideas to strategic stakeholders using relevant communication and marketing strategies.
2. Cultivate relationships with strategic stakeholders using social network concepts.
3. Persuade stakeholders to adopt recommendations.
4. Design cutting-edge solutions that add value by addressing gaps with a clearly articulated business model.
5. Communicate multiple scenarios with compelling evidence, considering potential anomalies in the internal and external environment.
6. Execute strategies in line with international standards to support the organization's strategic direction.

Our Master of Science in Data Science (MSDS) program aims to cultivate future leaders in data science equipped with advanced technical expertise and essential management skills. Since its inception in 2018, our MSDS program has consistently ranked among the Top Three in Far East Asia in Eduniversal's Best Masters Ranking in Data Analytics. Notably, nearly one-third of the MSDS curriculum is dedicated to business and management courses, equipping students to understand the language of business and actively engage in strategic discussions within boardrooms to address issues crucial for effective business decision-making.

Our MSDS program is committed to ensuring that its graduates demonstrate the following qualities:

1. Harness the power of data to drive decision-making processes.
2. Apply data science methodologies proficiently in a wide array of contexts.
3. Articulate complex data insights clearly and compellingly.
4. Collaborate effectively and ethically within diverse teams.

Our PhD in Data Science (PhD in DS) program is the first of its kind in the Philippines and one of only a few in Asia. The program equips students to conduct comprehensive and extensive research on a specific topic within the field of artificial intelligence, deep learning, network science, and computer vision. Unique in its value to academia and industry, the program aims to produce data science leaders for the Industry 4.0 era by pushing the boundaries of data science across disciplines and translating research insights into innovative practices across diverse contexts.

Our PhD in DS program is committed to ensuring that its graduates demonstrate the following qualities:

1. A comprehensive and systematic understanding of the field of data science, mastery of research methods used in data science, and a commitment to advancing data science as a discipline.
2. The ability to conceive, design, implement, and adapt significant research processes using data science methodologies to solve interdisciplinary problems with substantial implications.
3. Capabilities to promote and advance the role of data science in technological, social, and cultural advancements of societies.

Our pioneering dual undergraduate degree program combines the strengths of two AACSB-accredited institutions: a Bachelor of Science in Data Science and Business Administration (BSDSBA) from AIM ASITE and a Bachelor of Business Administration Major in Management Information Systems (BBAMIS) from the University of Houston's C.T. Bauer College of Business. The program aims to equip students with the skills to solve user and consumer problems using innovative technology solutions, preparing them to lead in a data-powered future.

Executive Programs for Development Professionals

In today's dynamic industry landscape, development managers are challenged to balance profitability, sustainability, and social impact. At AIM, we recognize these demands as fundamental to our management approach. To address these needs, we offer Development Executive Programs (DEP): short, intensive courses spanning five to ten days on specialized topics relevant to development professionals.

Our DEPs provide practitioner-oriented training, combining AIM's case method, analyses, lectures, discussions, and workshops, enabling participants to immediately apply their learning back at work.

DEPs offer Open Enrollment Programs and Custom Programs:

- Open Enrollment Programs enable development managers to broaden their skillset while continuing to lead their respective organizations, using AIM's case method and various learning methodologies. The learnings have immediate real-world applications, fostering a balance between social impact and sustainability.
- Custom Programs are tailored courses designed to meet the unique needs of civic organizations and private corporations with CSR units. AIM collaborates closely with executives, training groups, and potential participants to develop customized curricula, learning methodologies, schedules, venues, and materials. These programs empower organizations to drive meaningful change.

Our DEP programs cater to a diverse audience, offering learning experiences led by AIM professors and industry practitioners. AIM provides a comprehensive range of DEPs in leadership, innovation, information technology, data science, entrepreneurship, strategy management, data protection, operations, general management, human resource management, sales and marketing, finance, development management, and special programs, designed to meet diverse professional development needs, equipping participants with practical skills and knowledge to excel in their respective fields. Below are some DEPs being offered by AIM:

Program	Description
Leadership in Project Management for Development	The Leadership in Project Management for Development Managers equips project leaders with adaptive skills to succeed in today's evolving industry landscape, particularly the post-COVID-19 pandemic. This program aims to empower participants from both the public and private sectors to navigate new challenges, understand business trends, and apply innovative project management techniques to address real-time business problems effectively.
Design Thinking and Business Model Innovation	Design thinking is essential for professionals in product marketing and business development, given the high failure rate of new product launches. Using a customer-centered approach, participants will understand customer needs and validate assumptions before investing in R&D and business development. This mindset focuses on creating solutions tailored to customer problems, combining critical and creative thinking. In the course, participants explore the three phases of Design Thinking—Inspire, Ideate, and Implement—through theory and practical exercises. They will learn how to apply Design Thinking in developing products or services that address customer needs and achieving product-market fit, followed by organizing insights using the business model canvas for refining business strategies. The business model canvas is a valuable tool for refining business models. It helps analyze customer profiles, value propositions, distribution channels, and revenue models to enhance business clarity and strategy.
Strategic Disaster Risk Management and Leadership	The Strategic Disaster Risk Management and Leadership program focuses on resilience leadership and risk governance, equipping executives, managers, and technical officers with the skills, tools, and mindset needed for disaster risk and crisis management competence. Participants will learn to analyze disaster and crisis scenarios, design effective risk management strategies, and build consensus in volatile, uncertain, complex, and ambiguous environments. This program aims to enhance emergency preparedness and disaster resilience within participants' organizations and communities. Participants will sharpen critical thinking skills to identify and assess risks, develop holistic solutions, proactively manage risks during crises, and empower their organizations and communities towards disaster and climate resilience through innovative leadership actions.
Integrated Digital Marketing	This course will help businesses maximize their digital marketing potential by addressing key questions about website optimization, social media presence, online reputation management, and industry credibility. Participants will learn to optimize existing digital channels, analyze performance metrics, create effective Facebook ads, leverage LinkedIn for B2B marketing, and tailor communication to target audiences throughout the customer journey. The course emphasizes practical application, using participants' own businesses as case studies to ensure actionable insights and immediate implementation of learned strategies.

Business Analytics	The Business Analytics program teaches practical quantitative tools to derive insights from data for better business decisions. It covers descriptive analytics (understanding past performance), predictive analytics (forecasting future outcomes), and prescriptive analytics (recommendations for action). Participants will learn to reframe business challenges as data questions, apply analytical tools effectively, and communicate insights for decision-making. Through case discussions and projects, the program aims to cultivate a data-driven managerial culture that leverages business analytics for competitive advantages.
Agile HR	This course focuses on introducing leading HR practices to enhance the employee experience. Participants will learn to identify organizational personas, optimize productivity, make informed decisions, and future-proof their organizations. The course covers agile methodologies in key HR functions like leadership training, employee engagement, talent acquisition, and organizational design. Participants will be equipped to improve employee satisfaction and create a positive, engaged people experience.
AI Business Practitioner	The AI Business Professional course is designed to equip individuals with essential competencies in Generative AI (Gen AI) to thrive in today's digital workplace. Participants will learn to contextualize and harness Gen AI's ability to generate human-like synthetic content, optimize business productivity, and address risk considerations responsibly. Through hands-on practice, demonstrations, and case studies, participants gain practical insights into applying Generative AI across various organizational contexts and also acquire skills to conduct due diligence on privacy, security, and ethical considerations in AI applications.
Fundamentals of Public Administration	The course explores the evolving challenges faced by the public sector amid consistent domestic and global change, emphasizing the need for proactive adaptation rather than reactive responses. In the course, participants will analyze behavioral public administration, democracy, and effective public organization management to address fragmented inter-governmental arrangements, bureaucratic inefficiencies, and overlapping programs hindering public sector performance, aimed at empowering them in pursuing innovative solutions and ambitious goals in public service.
Building Resilience in the Organization: From Burnout to Flourishing	This program is designed to enhance resilience in the workplace by focusing on developing cognitive, emotional, social, and self-care skills for leaders, employees, and human resource personnel. It explores environmental factors that contribute to employee burnout. Participants will learn resilience techniques such as stress appraisal, applying positive psychology principles for well-being, and leveraging creativity and social connections to combat burnout and chronic stress. This course's comprehensive approach aims to empower individuals to increase personal resilience and use their influence to prevent and address employee burnout within their organizations.



Research

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

RME Elements in Research

Asian Institute of Management (AIM) incorporates responsible management education into its research endeavors through 3 different methods:

Required Research Reporting

AIM Faculty and Research Centers' Research Publications

To showcase AIM's commitment to knowledge creation through the intellectual contributions of its faculty and research centers.

Our faculty and research centers continue to produce high-quality research and knowledge materials. From January to December 2023, our intellectual contributions totaled 45 publications, covering a diverse range of topics such as sustainability, sustainable business and tourism, agriculture, logistics, politics and governance, supply chain, entrepreneurship, social inclusion, and leadership, among others, categorized in the table below:

Publications	Total
Peer-Reviewed Journals	18
Proceedings	5
Books	3
Book Chapters	2
Cases	8
Other Intellectual Contributions	9
TOTAL	45

Here are the published works by our faculty and research centers from January to December 2023:

18 Peer-Reviewed Journals

- ACCeSs@AIM: Ibañez, S.C. & Monterola, C.P. (2023). A Global Forecasting Approach to Large-Scale Crop Production Prediction with Time Series Transformers. *Agriculture*, 13, 1855. <https://doi.org/10.3390/agriculture13091855>
- ACCeSs@AIM: Liponhay, M., Valenzuela, J.F., Dorosan, M., Dailisan, D., & Monterola, C. (2023). A Dynamic Urban Mobility Index from Clustering of Vehicle Speeds in a Tourist-Heavy City. *Applied Sciences*, 13(23), 12763. <https://doi.org/10.3390/app132312763>

- ACCeSs@AIM: Liponhay, M.P., Valerio, A., Fornan, G., Alis, C. & Monterola, C.P. (2023). Dynamic Assessment of Urban Carrying Capacity Load Number Using the Enhanced UCCLN Model. *Sustainability*, 16(1): 35. <https://doi.org/10.3390/su16010035>
- Banawan, Michelle P., Shin, J. Arner, T., Balyan, R., Leite, W.L., & McNamara, D.S. (2023). Shared Language: Linguistic Similarity in an Algebra Discussion Forum. *Computers*, 12(3), 10: 53. <https://doi.org/10.3390/computers12030053>
- Briggs, C. & Matejova, M. (2023). Hybrid Warfare in Ukraine and its Impact on Climate Politics. *Czech Journal of International Relations*, 58(2): 149-165. <https://doi.org/10.32422/cjir.745>
- Dr. Andrew L. Tan Center for Tourism: Gutierrez, E.L.G. (2023) Re-examining the Participation and Empowerment Nexus: Applications to Community-based Tourism. *World Development Perspectives*, 31: 100518. <https://doi.org/10.1016/j.wdp.2023.100518>
- Dupuis, D., Smith, D., Gleason, K., & Kannan, Y. (2023). Bitcoin and Beyond: Crypto-Asset Considerations for the Auditing Classroom. *Journal of Forensic and Investigative Accounting*, 15(3): 489 – 510. <https://www.nacva.com/jfia-current#9> [ABS 1]
- Ong, A.K., Prasetyo, Y.T., Lagura, F.C., Ramos, R.N., Sigua, K.M., Villas, J.A., Nadlifatin, R., Young, M.N., Diaz, J.F. (2023). Determining Tricycle Service Quality and Satisfaction in the Philippine Urban Areas: A SERVQUAL Approach. *Cities*, 137, 104339. <https://doi.org/10.1016/j.cities.2023.104339> [ABS 2]
- Ramon V. del Rosario, Sr. Center for Corporate Responsibility: Lobo, K.G., Basuil, D.A.T., Escartin, M.C.D., Faustino, C.M.D., & Caliso, R.A.C.C. (2023). Mapping the Pain Points in the Motherhood Sphere: A Focus on Women Entrepreneurs in the Philippines. *FIIB Business Review*. <https://doi.org/10.1177/23197145231172265> [ABS 1]
- Rizalino S. Navarro Policy Center for Competitiveness: Francisco, J.P., Romero, R.Y., & Flaminiano, J.P. (2023). A Qualitative Assessment of Small Business Formation and Entrepreneurship during the COVID-19 Pandemic. *International Journal of Small and Medium Enterprises and Business Sustainability*, 8(1): 15-50. <https://www.usakti-cisbucs.com/index.php/volume-08-number-01-march-2023/207-a-qualitative-assessment-of-small-business-formation-and-entrepreneurship-during-the-covid-19-pandemic>
- Roscoe, R., Balyan, R., McNamara, D., Banawan, M., & Schillinger, D. (2023). Automated Strategy Feedback Can Improve the Readability of Physicians' Electronic Communications to Simulated Patients. *International Journal of Human Computer Studies*, 176, 103059. <https://doi.org/10.1016/j.ijhcs.2023.103059> [ABS 2]
- Samdani, S., Khel, S.J.K., & Dupuis, D. (2023). Socioemotional Wealth and Sustainable Earnings: Evidence from Emerging Markets. *International Journal of Social Science Archives*, 6(3): 96-112. <http://www.ijssa.com/index.php/ijssa/article/view/180>

- Shin, J., Balyan, R., Banawan, M.P., Arner, T., Leite, W. & McNamara, D. (2023). Pedagogical Discourse Markers in Online Algebra Learning: Unraveling Instructor's Communication Using Natural Language Processing. *Computers & Education*, 205, 104897. <https://doi.org/10.1016/j.compedu.2023.104897>
- Siebold, N., Oelrich, S. & Roche, O. (2023). "I Am Your Partner, Am I Not?" An Inquiry into Stakeholder Inclusion in Platform Organizations in Times of Crisis. *Journal of Business Research*, 160, 113776. <https://doi.org/10.1016/j.jbusres.2023.113776> [ABS 3]
- Tan, A., NoridaWahab,S., & Sundarakani, B. (2023). Relocation of a Warehouse for a Cosmetic Company: A Case Study. *Supply Chain Research*, 13(23), 12763. <https://doi.org/10.59429/scr.v1i1.113>
- Tan, A.W.K., Kwa, P.T.H., & Chanchaichujit, J. (2023). State of the Art in Determining the Optimal Reverse Logistics Network for Your Product. *Green Manufacturing Open*, 2(1): 1. <https://www.oaepublish.com/articles/gmo.2023.080501>
- Thiel, M., Giorgi, G., Ariza-Montes, A. & Mucci, N. (2023) Editorial: Community series in advancing social purpose in organizations: An interdisciplinary perspective. *Frontier in Psychology*. 14:1116904. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2023.1116904/full>
- Wahab, S., Tan, A., & Roche, O. (2023). Comparison of Cross-Border Reverse Logistics of a Fast Fashion Brand in China. *Operations and Supply Chain Management: An International Journal*, 16(1): 25-35. <http://doi.org/10.31387/oscm0520370>

5 Peer-Reviewed Conference Proceedings

- Banawan, M.P. (2023). Composite Score for ChatGPT Prompt Efficiency: A Computational Linguistic Analysis of Engineered Chatbot Prompts. In the Proceedings of the 31st International Conference on Computers in Education. The Asia-Pacific Society for Computers in Education, Matsue, Shimane, Japan.
- Ramon V. del Rosario, Sr. Center for Corporate Responsibility: Agarwal, A., Basuil, D.A., Manegold, J.G., and Casper, W.J. (2023). Gender Differences in Perception of Gender Inequity in HCM Practices. *Academy of Management Annual Meeting Proceedings*. <https://doi.org/10.5465/AMPROC.2023.15824abstract>
- Singh, R.JK., Puri, S. & Sanyal, P. (2023). Effectiveness Drivers of Value-Based Selling: Evidences from an Emerging Market. In the Proceedings of the 2023 National Conference in Sales Management. Pi Sigma Epsilon, Hotel Norfolk Waterside Marriott, Norfolk, Virginia, USA.
- Sunmola, F., Burgess, P., Tan, A., Chanchaichujit, J., Balasubramania, S., & Mahmud, M. (2023). Prioritising Visibility Influencing Factors in Supply Chains for Resilience. *Procedia Computer Science*, 217, 1589-1598. <https://doi.org/10.1016/j.procs.2022.12.359>

- Tan, A.W.K., Roche, O., & Castroverde, M.E.B. (2023). Effectiveness of Green Logistics Training for Developing Countries. In the Proceedings of the 4th Asia Pacific Conference on Industrial Engineering and Operations Management. IEOM Society International, HoChi Minh City, Vietnam. <http://www.ieomsociety.org/documents/program-2023vietnam.pdf>

3 Books

- Dr. Andrew L. Tan Center for Tourism: Habaradas, R.B., Rivera, J.P.R., & Roxas, F.M.Y. (2023). Doing Sustainable Business: AIM-DLSU Case Folio 2023. C&E Publishing.
- Dr. Andrew L. Tan Center for Tourism: Rodolfo, M.C.L, Roxas, F.M., E.L. Guitierrez, & Rivera, J.P. (Eds.). (2023). People, Planet, Profit: Principles and practices of Sustainable Tourism. DLSU Publishing House Executive Publisher.
- Treadway, D.C., Giorgi, G., & Thiel, M. (2023). Editorial: Insights in: Organizational Psychology. *Frontiers in Psychology*. 14:1304840. <https://doi.org/10.3389/fpsyg.2023.1304840>

2 Chapter Contributions

- Banawan, M., Butterfuss, R., Taylor, K., Christhlf, K., Hsu, C., O'Loughlin, C., Allen, L., Roscoe, R., & McNamara, D. (2023). The Future of Intelligent Tutoring Systems for Writing. *Digital Writing Technologies in Higher Education*. Springer, Cham. https://doi.org/10.1007/978-3-031-36033-6_23
- Dr. Andrew L. Tan Center for Tourism: Gutierrez, E.L.G. (2023). Fostering Sustainable Tourism in ASEAN and China: A Case Study in the Philippines. In Y. Yang (Ed.), *Series on Asian Regional Cooperation Studies: Volume 9*. World Scientific Publishing. https://doi.org/10.1142/9789811257896_0003

8 Case Studies

- Manalac, M.T., Baldevia, M., San Juan, E., & Azurin, P. (2023). The Initial Public Offering of Kepwealth Property Phils., Inc. The Case Center. <https://www.thecasecentre.org/products/view?id=193222>
- Mathew, J., Puri, S., & Chopra, M. (2023). ZenOnco.io: Service Delivery and Brand-Building Dilemmas. Ivey Publishing.
- Puri, S. & Pandey, S. (2023). Just Kitchen Taiwan: The Growth Conundrum. IVEY Publishing.
- Puri, S. & Turpin, D. (2023). Rituals Cosmetics: Building the World's leading well-being Brand in Asia. International Institute for Management Development (IMD).
- Puri, S., Chopra, A., Pandey, A., & Iyer, R. (2023). Mamaearth: Navigating Growth Beyond Babycare. Ivey Publishing.

- Puri, S., Dubey, R., Puri, S., & Ranjan, J. (2023). Procter & Gamble: Recall of Old Spice Deodorants.
- Ivey Publishing.
- Puri, S., Pandey, S., Puri, S., & Puri, S. (2023). Air India: The Image Damage of Pee-Gate. IVEY Publishing.
- Roche, O.P., Calo, T., Shipper, F., & Scharf, A. (2023). Eroski, A Mondragon Coop: Overcoming Challenges and Facing a New One. The Case Journal. <https://doi.org/10.1108/TCJ-09-2021-0178> [ABS 1]

9 Other Intellectual Contributions

3 Papers Presented

- Gerth, F. (2023). Nexus between Financial Inclusion and Economic Activity: A Study about Traditional and Non-Traditional Financial Service Indicators Determining Financial Outreach [Paper Presentation]. In Proceedings of the 8th International Conference on Globalisation, Entrepreneurship, and Emerging Economies (ICGEEE)-2023, December 8 – 9, 2023. London, United Kingdom.
- Tan, A., & Jadhav, Y. (2023). Driving Humanitarian Logistics: Enhancing Efficiency and Impact in the Logistics Business A Proposed Framework for Management of Humanitarian Logistics project [Paper Presentation]. In Proceedings of the 7th Global Research on Sustainable Transport and Logistics, November 24 – 25, 2023.
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1 Working Paper

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2 Discussion Papers

- Rizalino S. Navarro Policy Center for Competitiveness: Francisco, J.P.S. (2023). Gauging Philippine SMEs' readiness to adopt sustainable business practices (AIM-RSN PCC Discussion Paper 2023-001). <https://serp-p.pids.gov.ph/publication/public/view?slug=gauging-philippine-smes-readiness-to-adopt-sustainable-business-practices>

- Rizalino S. Navarro Policy Center for Competitiveness: Griño, C. & Caboverde, C.E. (2023). Resource mobilization amidst challenges: Results of the 2023 SME survey (AIM-RSN PCC Discussion Paper 2023-002). https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4695917

1 Policy Paper

- Rizalino S. Navarro Policy Center for Competitiveness: Romero, R.Y. & Somova, H. (2023). Understanding the E-commerce Participation of Filipino Women Microentrepreneurs. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4513518

1 Policy Note

- Dr. Andrew L. Tan Center for Tourism: Gutierrez, E.L.G., Bautista, M.J.D., & Rivera, J.P.R. (2023). Boosting the tourism industry's competitiveness and resilience amid trade liberalization (PIDS Policy Note No. 2023-03, ISSN 2508-0865). Philippine Institute for Development Studies. <https://www.pids.gov.ph/publication/policy-notes/boosting-the-tourism-industry-s-competitiveness-and-resilience-amid-trade-liberalization>

1 Policy Brief

- Rizalino S. Navarro Policy Center for Competitiveness: Romero, R.Y. & Somova, H. (2023). Empowering Women Entrepreneurship in E-Commerce.

Dedicated Research Funding

MINERVA (Monitoring of Indicators for Efficient Redevelopment and Value Assessment) Project

To demonstrate ACCeSs@AIM's commitment to advancing data-driven solutions for sustainable urban development.

ACCeSs@AIM is advancing its MINERVA project in Baguio City, Philippines, in collaboration with the University of the Philippines Baguio and the Baguio City LGU. The project aims to establish a data hub for predictive models on air quality, water supply, urban mobility, and tourism, integrated into a Smart City Index and visualization platform. In November 2023, the team conducted site inspections and evaluated project progress. Completion is expected in the second quarter of 2024.

Implementing Sustainability in the Philippine Banking and Corporate Sectors

To provide actionable insights that guide the integration of sustainable business practices and ESG criteria into the Philippine banking and corporate sectors

In February 2023, the AIM Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance (AIM-JBF Center) released its research paper titled *Implementing Sustainability in the Philippine Banking and Corporate Sectors*, commissioned by Fair Finance Philippines (FFPh) and the Initiatives for Dialogue and Empowerment through Alternative Legal Services (IDEALS). The paper identified opportunities and challenges for sustainable business practices in the corporate sector, explored sustainable finance in the Philippine banking industry, and provided actionable insights on integrating ESG criteria into banking operations.

Doing Sustainable Business: AIM-DLSU Case Folio 2023

To equip students with real-world case studies that deepen their understanding of sustainable business practices in the Philippine tourism industry.

In May 2023, the AIM Andrew L. Tan Center for Tourism (AIM ALT-CFT), in collaboration with the De La Salle University Center for Business Research and Development, launched the "Doing Sustainable Business: AIM-DLSU Case Folio 2023." This folio compiles real-life business and tourism cases set in the Philippines, authored by distinguished faculty and researchers from both DLSU-CBRD and AIM ALT-CFT. The cases provide students with the opportunity to apply classroom knowledge to practical situations, equipping them with the critical skills and strategies needed for effective decision-making in the business world.

People Planet Profit: Principles and Practices of Sustainable Tourism

To contribute to the body of knowledge on sustainable tourism and provide insights that can guide stakeholders in navigating the challenges of achieving sustainability in the post-pandemic tourism era.

In March 2023, the AIM Dr. Andrew L. Tan Center for Tourism (AIM ALT-CFT) launched the book *People, Planet, Profit: Principles and Practices of Sustainable Tourism* in collaboration with the De La Salle University (DLSU) Publishing House. This anthology addresses contemporary theoretical, conceptual, and empirical issues faced by tourism stakeholders in their pursuit of sustainability in the post-pandemic era.

2023 World Competitiveness Yearbook Philippine Results: Regaining Growth Momentum

Date

July, 2023 - July, 2023

Location

AIM Campus, Makati City, Philippines

Speakers

Jamil Paolo S. Francisco, PhD (AIM)

Supported by KAS Philippines and hosted by AIM Rizalino S. Navarro Policy Center for Competitiveness (AIM-RSN PCC), this forum presented the results of the Philippines' performance and discussed key challenges such as sustaining economic recovery, strengthening social protection, identifying learning gaps to promote investments in sustainable infrastructure, and reinforcing efficient public management strategies in the country. The Asian Institute of Management (AIM) has been the Philippine partner institute of the IMD in producing the competitiveness yearbook since 1997.

Bricolage Breakthrough: How SMEs Triumph over Resource Challenges

Date

November, 2023 - November, 2023

Location

Makati Diamond Residences, Makati City, Philippines

Speakers

Jamil Paolo S. Francisco, PhD (AIM)

Supported by KAS Philippines, AIM Rizalino S. Navarro Policy Center for Competitiveness (AIM-RSN PCC) presented nationwide SME survey results related to SME bricolage, offering insights into how entrepreneurs overcome resource challenges to seize business opportunities and create value. The discussion emphasized how understanding SME behavior and coping strategies can inform policymaking and programs to better support small businesses.



Partner

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

Partnership Approaches for RME

Asian Institute of Management (AIM) partners with external stakeholders to advance responsible management education through 4 different approaches:

External Community Dialogue

2023 Forums and Workshops Organized by AIM-RSN PCC

AIM Rizalino S. Navarro Policy Center for Competitiveness (AIM-RSN PCC) is actively engaged in current events and impactful policy debates that influence national competitiveness. It addresses diverse topics, including development, SME competitiveness, inclusive growth, human capital development, crime, corruption, political inclusiveness, taxation, finance access, crisis resilience, and youth affairs. The Center hosts conferences and public forums to share research and foster public discourse.

In 2023, it organized various forums and workshops:

1. Workshop: *Challenges to Small Business in the New Environment* on April 26, 2023, organized in collaboration with the International Council for Small Business and with support from Konrad Adenauer Stiftung (KAS) Philippines. Entrepreneurs, service providers, and government representatives from the Department of Trade and Industry convened to address key challenges, including economic turbulence, digital transformation, talent acquisition and retention, and sustainability.
2. Forum: *Unlocking Quality Digital Economy Growth in the Philippines: From Tech for Growth to Tech for Good* on September 22, 2023, organized in collaboration with Tech for Good Institute. The event featured a research presentation and dialogue to highlight the desired outcomes of sustainable digital development and identify key enablers that would shape Southeast Asia's next phase of growth. The dialogue covered regional trends and emphasized the fundamental enablers for the Philippines to transition from 'Tech for Growth' to 'Tech for Good'.
3. Workshop: *Future-proofing work: Experiences in the Gig Economy* on September 26, 2023, in collaboration with the Institute for Labor Studies – DOLE and support of KAS Philippines. The event brought together a diverse group of stakeholders, including gig economy worker organizations and government representatives, to deliberate upon the most recent global gig economy trends and contextualize them within the Philippines, with the ultimate objective of shaping policy recommendations for the future of the gig economy in the Philippines.

4. Workshop: *2023 City Competitiveness Training Workshop for Local Government Units* on October 11-13, 2023, supported by KAS Philippines. The event aimed to enhance understanding of local competitiveness amidst current challenges such as the pandemic, 4IR, climate change, and economic issues and strengthen the capacity of LGUs. Participants analyzed and proposed strategies to support local businesses and promote entrepreneurial activity using a Systems Thinking approach.

Advancing Sustainable Tourism: AIM ALT-CFT's Key Contributions in 2023

AIM Dr. Andrew L. Tan Center for Tourism (AIM ALT-CFT) is committed to providing invaluable education in tourism management and advancing the tourism industry through rigorous research, educational programs, and conferences, all underpinned by a steadfast dedication to sustainable tourism practices. Its core mission is to promote sustainable tourism development in the Philippines and Asia. Engaging in interdisciplinary research, the Center shares its findings with academic institutions, government agencies, and business organizations to champion sustainable approaches. Moreover, it actively collaborates with local government to address pressing issues in sustainable tourism, facilitating conferences, forums, lectures, and other information-sharing platforms at various levels.

AIM ALT-CFT actively participated in a series of collaborative efforts and stakeholder engagements in 2023 to promote sustainable tourism development and sustainability in the Philippines, including:

1. Provided insights in a Technical Working Group Meeting convened by the Senate's Committee on Tourism to discuss the development of sustainable nature-based tourism in the Philippines.
2. Shared expertise in a focus group discussion to review the implementation of the Tourism Act of 2009 in the Philippines, emphasizing the importance of sustainability and competitiveness post-pandemic.
3. Participated in stakeholder consultations and focused group discussions to update the Tourism Development Plan of the City Government of Makati.
4. Represented the Philippines at the NEAT Working Group Meeting in Tokyo, Japan, presenting a paper on *Prospects on Food Security, Farm Tourism, and Community Development*.
5. Served as a review committee for research projects at the Rajah Travel Corporation – Tourism Knowledge Center, aiding researchers in publishing their work in peer-reviewed journals.

Additionally, the AIM ALT-CFT played an active role in key forums and events in 2023:

1. Resource Speaker at the public webinar, *Boosting Philippine Tourism under the Regional Comprehensive Economic Partnerships*, organized by the PIDS on April 27, 2023.
2. Resource Speaker at the 1st Leyte Tourism Forum, *Empowering Leyte Tourism: A Gathering of Ideas, Opportunities, and Solutions*, organized by the Leyte Provincial Tourism Office on March 16, 2023.
3. Speaker at the Tourism Marketing Educational Seminar – Workshop, *Understanding Tourism Marketing and Promotions for New Local Government Unit Tourism Officers*, organized by the Department of Tourism (DOT)'s Tourism Promotions Board Philippines on May 14 to 19, 2023.
4. Speaker at the Culture Sensitive Governance Conference, organized by Grupo Kalinangan, Inc., on May 25 and 26, 2023.
5. Resource Speaker at the Cebu 'to bai: A Summit on Tourism, organized by the Cebu Chamber of Commerce and Industry during Cebu Business Month on July 20 and 21, 2023.
6. Moderator at the consultative forum, *Sustainable Tourism: Leading the Recovery and Profitability of Business Operation in the Post-Pandemic Era*, organized by the Tourism Congress of the Philippines, on July 26, 2023.
7. Resource Speaker at the International Conference on SMART Agriculture, *Shaping the Futures of Agriculture: Trends and Insights in SMART Agriculture*, organized by the Cagayan State University on September 28, 2023.
8. Moderator at the 2023 Asian Forum on Enterprise for Society, *Boosting Innovation and Inclusion Together*, organized by AIM and the AIM-RVR Center on September 26-27, 2023.
9. Resource Speaker at the La Union Tourism Summit, organized by the Provincial Government of La Union Tourism Office on October 13, 2023.
10. Panel Speaker at the 1st IACHTP Regional Assembly in Asia Pacific, *Beyond Borders for Limitless Horizons*, organized by the International Alliance of Certified Hospitality and Tourism Professionals on November 28, 2023.
11. Resource Speaker at the SOX Youth Tourism Summit 2023, organized by DOT Region 12 on November 24-26, 2023.
12. Guest Speaker at the HRAP Biennial Assembly & Election 2023, *Hospitality in AI Era*, organized by the Hotel and Restaurant Association of the Philippines on December 6, 2023.

Key Multilateral and Intergovernmental Organizations

To highlight how AIM's strong collaborations with global and regional organizations, such as the ADB, APEC, and the UN, foster knowledge sharing, research initiatives, and educational opportunities.

AIM maintains strong ties with various multilateral and intergovernmental organizations. It has established enduring relationships with the ASEAN Foundation, Asia-Europe Foundation, ADB, Asia-Pacific Economic Cooperation (APEC), International Monetary Fund, International Finance Corporation, United Nations, and World Bank.

ADB has notably recognized AIM as a Center of Excellence and a valuable partner in knowledge creation and management. The ADB Knowledge Hub for Trade and Investment at AIM has convened insightful forums on topics like Competitiveness in Global Production Networks, Capital Flows and Currency Wars, and Housing and Finance. Additionally, AIM has established and actively supports the APEC Virtual Knowledge Services Center in collaboration with the Philippine Department of Foreign Affairs. This initiative aims to empower SMEs to compete and integrate into international value chains through knowledge generation and dissemination.

Through its Research Centers and other units, AIM engages in ongoing collaborative projects with multi-sectoral and government agencies, gaining recognition both nationally and regionally. Furthermore, AIM is actively pursuing long-term partnerships with international institutions to develop joint and/or dual master's degrees and undergraduate programs in management.

Fostering Good Governance and Sustainable Business Practices through AIM-RVR Center

AIM Ramon V. del Rosario, Sr. Center for Corporate Responsibility (AIM-RVR Center) has been actively building partnerships with various international organizations, notably the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD), UN Global Compact Network Philippines (GCNP), and the Basil Institute on Governance (BIG). These organizations are dedicated to promoting responsible business behavior and creating an enabling environment for greater adoption of international Responsible Business Conduct (RBC) standards and good governance in the Philippines.

The AIM-RVR Center's 2023 workshops include:

1. Business Roundtable Session, *Strengthening Good Governance in the Supply Chain*, on May 12, 2023. The session, in collaboration with GCNP and BIG, focused on how corporate governance and business integrity can promote the inclusion of MSMEs in supply chains. Discussions explored challenges such as corruption, poor management, labor issues, and financial constraints that impact MSMEs' economic contributions. The session emphasized the importance of establishing best practices and digitalizing

processes to enhance coordination and success among MSMEs while also highlighting business integrity, collective action, and adherence to the 10 Principles of the UN Global Compact.

2. OECD Guidelines for Multinational Enterprises Workshop, *Responsible Today – Sustainable Tomorrow*, on November 14, 2023. AIM-RVR Center, in collaboration with the OECD Centre for Responsible Business Conduct, organized this workshop focused on applying RBC principles and standards, specifically in sustainable infrastructure development in Southeast Asia. The workshop emphasized the significance of promoting responsible and sustainable business practices within the region's infrastructure sector.

Collaborative Problem Solving

Empowering Professionals and Organizations through AIM SEELL

To emphasize how AIM School of Executive Education and Lifelong Learning (SEELL) connects with the corporate world by offering tailored programs that develop leaders across various sectors, enhance professional growth, and drive real-world impact

AIM School of Executive Education and Lifelong Learning (SEELL) serves as the Institute's conduit to the corporate world, offering top-tier programs tailored to meet the specific needs of both private and public sectors. Its clientele primarily comprises professionals from the nation's top 100 companies, encompassing first-line managers, unit supervisors, entrepreneurs, middle and upper-level managers, functional leaders, and specialists, as well as family business owners. These participants possess diverse educational backgrounds and represent various sectors, including startups, corporations, government agencies, non-government organizations, and religious organizations.

In line with AIM's mission to foster professional, entrepreneurial, and socially responsible leaders in Asian business and society, SEELL's executive programs are cutting-edge and geared towards real-world impact, further extending AIM's regional influence. Additionally, SEELL provides regular management training programs led by AIM professors and industry leaders that are customizable to address client organizations' unique challenges and needs.

In 2023, the major activities of SEELL include the following:

- Executive Development Program for SM Supermalls (Pilot Batch)
- Filinvest's Leadership Excellence Acceleration Program
- P&A Grant Thornton's Partner Leadership Development Program
- 112th and 113th Management Development Program Graduation

- AIM x Emeritus: Post Graduate Certificate in Digital Marketing
- Workshop on Personality Development and Business Etiquette for Government Service Insurance System Leaders

Fostering Sustainable Tourism Development through AIM ALT-CFT's Customized Workshops

To highlight AIM ALT-CFT's role in advancing sustainable tourism practices in the country by building local capacity, fostering collaboration, and providing customized workshops for the local government units.

At the heart of its initiatives to advance sustainable tourism in the country through customized workshops, AIM ALT-CFT designs and executes workshops tailored to address the specific needs of its partners:

1. Sustainable Tourism Development Planning Program and Tourism Code Formulation Workshop for the Municipality of Bulusan, Sorsogon, in March 2023. Participants engaged in updating their Local Tourism Development Plan and formulating a Tourism Code to elevate tourism practices in the region.
2. Sustainable Tourism Development Planning Program for Northwest Samar State University faculty in July 2023. Attendees were equipped with essential tools for planning sustainable tourism initiatives, including business plans, marketing strategies, and sustainability plans, which are crucial for the success of community-based tourism projects.
3. Sustainability training course for Newport World Resorts, *Implementing Sustainability in the Philippine Tourism and Hospitality Industry* in September 2023. In collaboration with EarthCheck Research Institute, participants completed 3 micro-credential courses and a full day of sustainability leadership training at the AIM campus. They gained valuable insights and tools to develop their own sustainability projects aimed at enhancing sustainability practices within Newport World Resorts.
4. Sustainable Tourism Development Planning Workshop for SOCCSKSARGEN tourism stakeholders in November 2023. This workshop gave the participants the strategic thinking skills necessary for effectively integrating sustainability principles into local tourism development plans.

Sustainability and Sustainable Finance Training for Financial Institutions and Civil Society Organizations

Date

August, 2023 - August, 2023

Location

AIM Campus, Makati City, Philippines

Speakers

Executive Director and School Head, Felipe O. Calderon, PhD, CPA, CMA; SAVP and Head of Sustainability of Security Bank Corporation, Nikki Lizares; VP and Head of Sustainability of BPI, Jo Ann Bueno-Eala; Research and Advocacy Advisor of Fair Finance Asia, Victoria Caranay; President of Rural Bankers Association of the Philippines, Atty. Mary Ann Tupasi-Saddul; Adjunct Faculty of Ateneo de Davao University, Dr. Maria Angela Zafra; Regional Program Lead of Fair Finance Asia, Bernadette Victorio; and Corporate Banker, Ryan Joseph Larobis.

With support from Fair Finance Philippines (FFPh) and Initiatives for Dialogue and Empowerment through Alternative Legal Services (IDEALS), Inc., AIM Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance (AIM-JBF Center) organized a two-day hybrid training workshop, Sustainability and Sustainable Finance Training for Financial Institutions and Civil Society Organizations to equip participants with insights into their role in promoting sustainable finance in their operations and the businesses they finance. It also covered CSOs' role in research-based advocacies, monitoring, and reporting on responsible banking, along with insights into sustainable finance implementation, types of greenwashing, and sustainable finance best practices from local and international banks.

Collaborative Change Action

Empowering Entrepreneurs and Driving Societal Impact through AIM-DBI

To highlight its role in fostering innovation-driven entrepreneurship, AIM-DBI provides tailored support for early-stage startups. Through its incubator program, mentorship, and strategic partnerships, AIM-DBI empowers start-ups to scale their businesses, create societal impact, and contribute to the country's economic growth.

AIM-Dado Banatao Incubator (AIM-DBI) is the country's first incubator housed in a business school supported by the Department of Science and Technology (DOST). It is designed explicitly for innovation-driven entrepreneurs poised to make a societal impact. Since its inception, it has partnered with various organizations across industries, with key support from AIM SEELL.

AIM-DBI offers a Cohort Program for early-stage startups, featuring a 12-month development track that encompasses branding, finance, founder identity, fundraising, legal compliance, technology, business model innovation, data and AI, sustainability and impact, people and culture, intellectual property, and business investment readiness. Additionally, it provides the Open Mentorship Program for ideation and pre-early-stage startups, as well as the ADB Program for the ADB Hackathon startup competition winner.

In 2023, AIM-DBI conducted a series of seminars, workshops, and webinars aimed at fostering entrepreneurial growth and innovation:

- THINC RITE sessions, *Achieving Sustainable Goals through Innovative Startup Technologies Part 1 and 2*, on February 16 and April 14, 2023, respectively. This is in collaboration with AIM ASITE.
- 2023 PATENTS (Patent Application Training Exercises and Networking for Technology Startups) Commencement Ceremony on May 3, 2023. It marked the conclusion of the Intellectual Property Office of the Philippines (IPOPHL)'s third iteration of the AIM-DBI THINCOHORT Program - Intellectual Property Development Track for Startups. Over the past three years since December 2020, IPOPHL has partnered with AIM-DBI as the Incubation Partner for Intellectual Property, pioneering the first IP-focused development track for startups in the Philippines. This collaboration has resulted in numerous patents, trademarks, and utility model applications.
- Unboxing Weekend Bootcamp on June 10 – 11, 2024. In collaboration with Mindanao State University-General Santos, the boot camp featured AIM-DBI Startup Founders and included sessions focused on personality development and critical thinking. It attracted 80 aspiring startup founders, entrepreneurs, and stakeholders. Since February 2023, AIM-DBI has collaborated with Mindanao State University-General Santos for the AIM-DBI THINC X: Incubator for Incubator Program. This initiative aims to create and launch its inaugural cohort for ICT-based startups known as ICEBOX.
- ASEAN Build Programme immersion event on August 16-17, 2023. Co-organized with IPOPHL, entrepreneurs and startup founders from 10 ASEAN member states, including the Philippines and Hong Kong, showcased their products and technologies. The Philippine delegation featured 15
- AIM-DBI startups, spanning previous cohorts to current ones, present their innovative business models, tech-enabled products, and transformative services.
- Negros Trade Fair Meetup on September 27, 2023, providing a platform for government heads, government units from Negros Occidental, and local entrepreneurs from the Association of Negros Producers to engage with current technologies, innovations, and enterprises under the AIM-DBI. Attended by 18 AIM-DBI startups, along with various LGU heads, provincial association representatives, and entrepreneurs, the event is designed as an interactive session to foster potential business-to-government or business-to-business partnerships.
- 2023 Philippine Startup Week's Data and AI Open House and Learners Workshop on November 22, 2023. In collaboration with Eskwelabs, the workshop aims to upskill participants in data science to drive social mobility in the future of work.
- 2023 Year-end Assembly for its AIM-DBI Startup Founders, Incubation Partners, and Program Partners held on December 7, 2023, to celebrate individual and collective milestones and successes.

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AIM-DBI incubators also won the following awards in 2023:

- Olivia: Grand Winner at the SaasCon Philippines Impact '23 Challenge on March 28, 2023. With a mission to automate expense management with technology built to recognize Philippine receipts and invoices, Olivia received a venture capital investment of USD100,000 from Kaya Founders.
- AIM-DBI Startup Founders of FHMoms, Mayani, and WTH Foods: Leaders of Tomorrow recognition at the 2023 Tatler Asia's Gen.T List released in June 2023. The selection of honorees involves a rigorous evaluation process, assessing criteria including business growth, successful fundraising, expanded geographical impact, and innovative product or service introductions within their industries.
- Agrabah: Top Prize under the Net Zero Leader Category at the 2023 ASEAN Business Awards on September 6, 2023. Agrabah Ventures, an agri-tech startup, aims to assist farmers and fisherfolk by providing a stable market channel and fair profits. The event recognized businesses and individuals prioritizing innovation, sustainability, and inclusivity in the ASEAN region, showcasing their commitment to excellence through these awards.
- Mayani: Emerging Market Solutions Grand Winner & Impact Award at the Asia Technology Entrepreneurship Conference 2023 Startup Competition on November 4, 2023. Mayani is an agri-based e-commerce platform that connects smallholder farmers to new customers and markets, digitizing the supply chain to enhance incomes and minimize food loss. The event is recognized as Asia's most extensive university alumni club-led technology conference and startup competition.

Knowledge Translation and Dissemination

Highlights of AIM-TEC's Leadership and Governance Initiatives in 2023

AIM Team Energy Center for Bridging Leadership (AIM-TEC) is dedicated to organizing dialogues, mobilizing communities, and conducting capacity-building programs focused on change leadership to address exclusion and inequity. It collaborates with government bodies and CSOs, especially in conflict-affected areas across the Philippines and Asia. Its portfolio includes Bridging Leadership training programs, workshops, policy work, and conference presentations in partnership with government agencies, multilateral organizations, and NGOs.

In April 2023, AIM-TEC opened the applications for the Leadership and Democracy Fellowship - Future Bridging Leaders Program (LEAD2-FBPL5) with the theme, *Youth Co-evolving Engaged Solutions – Strengthening Pathways for Social Innovation and Democratic Governance*. This flagship leadership development program under the Youth Leadership for Democracy (YouthLed) program of The Asia Foundation and the US Agency for International Development

(USAID) aims to nurture youth leaders who can drive social change through learning sessions and activities on leadership, democracy and democratic values, social innovation, and good governance. These youth leaders are distinguished by their understanding of complex issues, sense of ownership, collaboration skills, and innovative approaches to sustainability. The LEAD2-FBPL5 application coaching boot camp was conducted the following month, May 13 – 14, 2023, featuring an information session on the selected FBLP project, experience, and Cohorts 1 to 4 application process.

On July 14, 2023, AIM-TEC welcomed and co-hosted the FBLP's 5th cohort in collaboration with YouthLed, the Asia Foundation, and USAID. Thirty (30) inspiring and passionate youth leaders were selected for the program's Governance Champions and Changemakers track. The LEAD2-FBPL5 fellows participated in Bridging Leadership Workshops from July 17-21 and November 12-17, 2023, focusing on effective collaboration and multi-stakeholder engagement strategies. On November 12, the fellows presented their Rapid Area Assessments, analyzing data and sparking discussions on their exploratory approaches to community issues. These assessments will guide their upcoming Change Projects in March 2024.

In addition to the FBLP program, AIM-TEC collaborated with AIM SEELL to offer customized courses, which provide students with essential knowledge of the core concepts and practices of bridging leadership.

2023 Highlights include:

1. Visioning and Strategic Planning Workshop for the Office of the Presidential Adviser on Peace, Reconciliation, and Unity (OPAPRU) on February 21-23, 2023. 80 participants gained valuable insights into defining OPAPRU's current strategic environment, including challenges, threats, and opportunities, identifying possible major scenarios affecting OPAPRU from 2023-2028, and developing strategic responses and guidance for the agency's clusters and programs.
2. Bridging Leadership and Stakeholder Management Sessions for GCASH Mynt Emerging Leaders Program Cohort 2 on August 8 and 15, 2023.
3. Bridging Leadership Session for the Area Police Command – Eastern Mindanao's Results-Based Management Program on September 13-16, 2023.
4. Bridging Leadership Session for Dr. Andrew Tan Center for Tourism's Implementing Sustainability in the Philippine Tourism and Hospitality Industry on September 20, 2023. The session's output is co-creating sustainable solutions and recommendations.

The Center also continues its partnership with AIM SZSDM to supervise MDM capstone projects under the Policy and Transformation Group, which focuses on addressing complex problems in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). In 2023, it supervised seven capstone projects, such as the *iProtect: Streamlining and Digitalizing Social Case Management and Referral System in BARMM*; *Project T.E.A.C.H.E.R.S. – Teaching Empowerment through Active Community Help and Education Resource Support and Agricultural Advancement: Unlocking the Potential of Corporate Farming in BARMM*; and *DALPA* (Dynamic, Adaptable, and Livable Place for All) Bangsomo, among others.

AIM-JBF Center's Active Role in Promoting Sustainable Finance

AIM Gov. Jose B. Fernandez, Jr. Center for Sustainable Finance (AIM-JBF Center) actively facilitates dialogue among financial institutions, regulators, CSOs, and businesses to lead the sustainable finance agenda in the Philippines and Asia.

In addition to his role as a member of the Fair Finance Asia Advisory Committee since 2021, Felipe O. Calderon, CPA, CMA, PhD, Executive Director of the AIM-JBF Center, has led the AIM-JBF Center in fostering discussions and advancing sustainable finance across various sectors. Key 2023 engagements include:

1. Panel Resource Speaker, "ESG Tech: Inclusion and Driving Impact Through Tech," KPMG Innovation Summit 2023, July 20, 2023.
2. Moderator and Presenter, "Sustainability and Sustainable Finance Training for Financial Institutions and Civil Society Organizations," organized by FFPh, IDEALS, and the AIM-JBF Center, August 17 and 18, 2023.
3. Speaker, "Building the future for Region VII," organized by the Philippine Chamber of Commerce and Industry Tacloban-Leyte Inc. for its 17th Leyte Business Month Celebration, October 18, 2023.
4. Panel Resource Speaker, "Investing in Tomorrow: Realizing Sustainable Business and Finance for SMEs," organized by KAS Philippines and AIM-RSN PCC at the KAS Solutions Conference 2023: Confronting the Climate Crisis, November 22, 2023.
5. Speaker, "Rural Banks: Promoting a Greener Future through Sustainable and Innovative Financing," organized by the Rural Bankers Association of the Philippines for its 66th Charter Anniversary Symposium and Special GMM, November 23, 2023.



Practice

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

RME Policy Implementation

Asian Institute of Management (AIM) has implemented 2 policies to support its commitment to responsible management education:

AIM Privacy Policy

AIM Privacy Policy

Scope

School Wide and Public

Enforcement Date

June, 2020

Number Of Pages

5

Publisher

AIM

Media

<https://aim.edu/privacy-notice>

Student equity, diversity, inclusion

Policies on student equity, diversity, inclusion

Scope

School Wide

Enforcement Date

July, 2020

Number Of Pages

1

Publisher

AIM

Media

<https://aim.edu/about-us>

Institutional Aspiration Targets

Asian Institute of Management (AIM) has set aspiration targets in 1 different area:





Share

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

Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, Asian Institute of Management (AIM) operates with the following approach:

Limited Transparency Disclosure

Commitment to Responsible Management Education at AIM

To demonstrate AIM's commitment to Responsible Management Education

At AIM, while there are currently no dedicated sustainability reports available on our website, our commitment to Responsible Management Education (RME) is evident through the continuous updates across our programs and research centers. We regularly share news and achievements that demonstrate how RME principles are embedded in our academic and research initiatives. These updates reflect our ongoing efforts to integrate ethical, sustainable, and responsible management practices into our curriculum, programs, and outreach activities.

Our programs and research centers actively engage in fostering responsible leadership and addressing key global challenges through education and research. These initiatives highlight our commitment to advancing RME and ensuring that our students and stakeholders are equipped to lead with a strong sense of social responsibility and sustainability.

We recognize the importance of transparency in reporting. As we continue to develop our RME-related policies and initiatives, we are working towards formalizing more structured disclosures, including future sustainability reporting.

SIGNATORY

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