

Master in Development  
Management

# MDM

12 Months | Full-Time Program



STEPHEN ZUELLIG  
GRADUATE SCHOOL  
OF DEVELOPMENT MANAGEMENT



**ASIAN  
INSTITUTE OF  
MANAGEMENT**

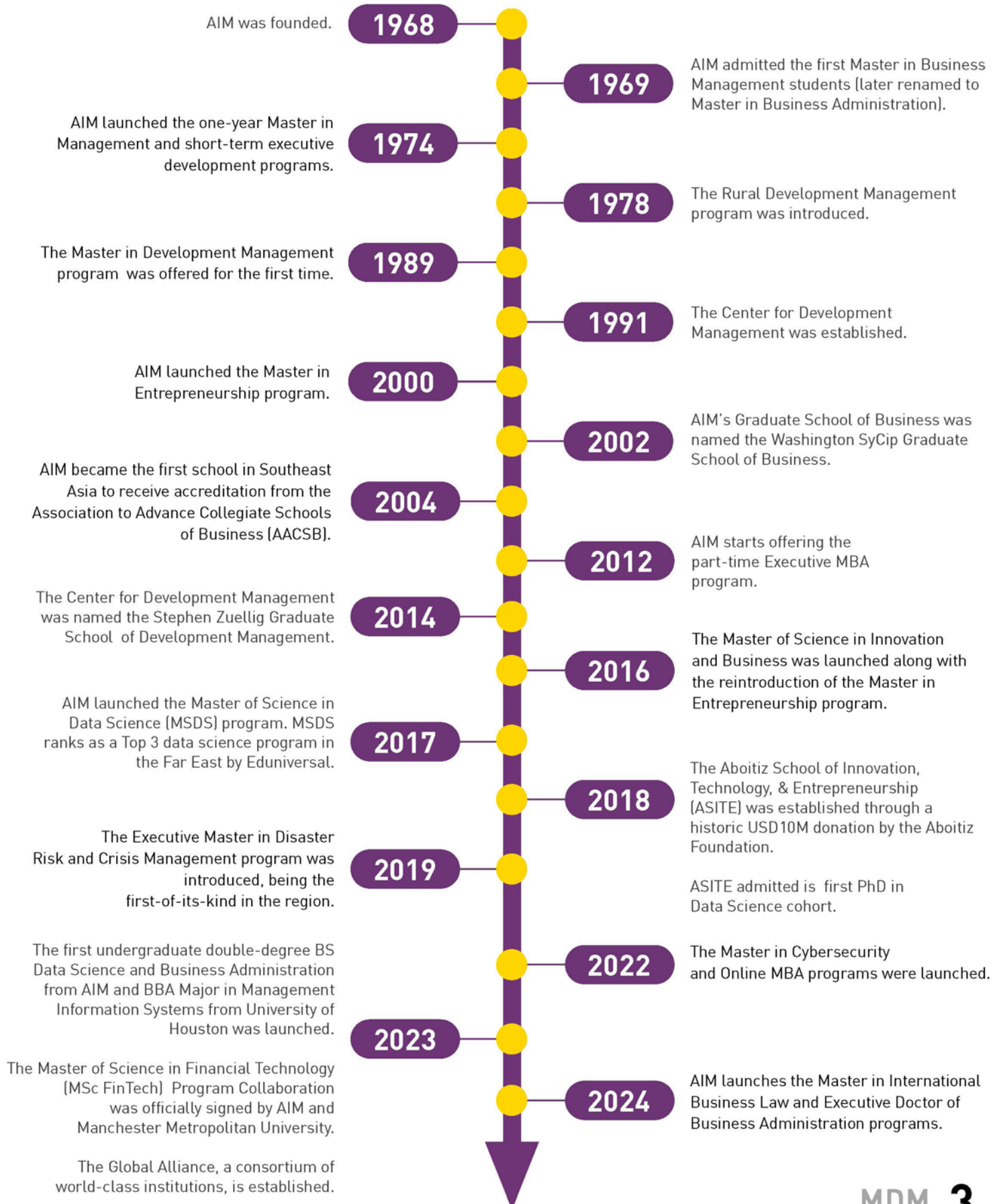
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# HISTORY OF AIM

Since it was founded in 1968 by the Harvard Business School Advisory Group as well as academics and business leaders of the Philippines, AIM has been committed to contributing to the growth of Asian businesses and societies by developing professional, entrepreneurial, and socially responsible managers and leaders.





# WHY CHOOSE AIM

## LEAD. INSPIRE. TRANSFORM.

AIM is a pioneering management school with an immersive, supportive, and practitioner-oriented culture that develops managers, entrepreneurs, and leaders who deliver meaningful growth to Asian businesses and societies.

AIM is one of the first South East Asian business schools and the only one in the Philippines to be accredited by the Association to Advance Collegiate Schools of Business (AACSB). AACSB is a global nonprofit association that connects educators, students, and businesses to foster the development of future leaders. Notably, AACSB accreditation is held to a higher standard than many other accreditation bodies, ensuring excellence in business education and promoting innovation and leadership in the industry.

# WHAT IS SZSDM

Since its inception, the Stephen Zuellig Graduate School of Development Management (SZSDM) has developed managers who lead sustainable development, inspire their organizations, and transform their communities into resilient, sustainable, and inclusive societies. It has produced over one thousand development managers from 40 countries within and beyond Asia, molding the next generation development leaders, professionals, and change agents. Initially offering the Master in Development Management (MDM) program, SZSDM broke new ground by offering the Executive Master in Disaster Risk and Crisis Management (EMDRCM) program, the first degree program of its kind to be offered to executives and apex change leaders.

Together, both programs espouse the goals of the United Nations' 2030 Agenda for Sustainable Development and its Sustainable Development Goals, transforming students into effective leaders and experts in the field of development management.



# Master in Development Management

## Create societal impact

Asia's economic growth is undeniable, yet challenges persist. Despite advancements in poverty reduction and economic expansion, essential developmental objectives remain unaddressed. What we now need are leaders of a new caliber: visionary innovators capable of adeptly navigating a rapidly evolving global landscape.

The Master in Development Management (MDM) program equips you to become the changemaker Asia needs.

Our intensive 12-month program goes beyond theory. Learn from development practitioners and hone your ability to:

- Craft groundbreaking solutions to complex challenges;
- Implement impactful programs at scale;
- Shape the future across sectors: international organizations, government agencies, NGOs, social enterprises, and impact-driven businesses.

Become a force for sustainable change. Enroll in the MDM program and make a measurable difference in Asia's future.

# KEY ELEMENTS OF THE **MDM DESIGN**

The MDM program focuses on problem solving. It also builds on the core competence of AIM's case teaching method, student-centered learning, and "educator as facilitator of knowledge". Students have the option to take one of three concentration throughout their learning journey.



## **Policy and Transformation**

Students will learn to innovate for better policy making and implementation as well as public service delivery.



## **Social Entrepreneurship**

Students will learn the process of value creation through the development of products and services that have a social and environmental impact while supported by a sustainable business model.



## **Impact-First Investing**

Students will learn investment approaches with the intention to generate measurable social and environmental impact alongside financial returns.



## PROGRAM DELIVERY

### Fully Synchronous Learning

Synchronous learning is done by conducting class sessions on campus.

### Participant-Centered Learning

MDM's learning delivery incorporates a problem-solving approach, as opposed to a purely disciple-oriented mode of teaching. This creates a "Flipped Classroom" where instructions are student-centered and professors spend less time lecturing and more time imparting ways to think, analyze, and solve problems. In-class activities are focused on interactive learning.

### Full Online Curriculum with Hybrid Delivery

The MDM program offers students an intensive, immersive, and practitioner-oriented online learning experience. Students also have the option of attending classes on campus with sessions scheduled every Monday to Friday from 6pm to 9:30pm, as well as every Saturday from 9am to 5pm.



# PROGRAM STRUCTURE

MDM is an impact leadership program. Students go through skills development and a learning journey over the course of 12 months which is divided into 4 terms.

## Terms 1 - 4

These terms are defined by four overlapping phases from environmental to organizational analysis and strategy to impact evaluation.

Students will develop leadership skills that are defined by the World Economic Forum's criteria for a 21st century leader.

### Cognitive Flexibility

Critical Thinking,  
Judgment,  
and Decision-Making

### Creativity

Creativity and Complex  
Problem-Solving

### Interpersonal Aptitude and Skills

People Management,  
Co-Creation with Others,  
Negotiations, Service  
Orientation, Emotional  
Intelligence

## Impact Leadership Lab

This lab gives students the opportunity to pick amongst three concentrations. Professors mentor students in crafting solutions to real-life problems.

## 3 Concentrations

Policy and  
Transformation

Social  
Entrepreneurship

Impact-First  
Investing



# MDM PROGRAM CURRICULUM\*

## LEARNING JOURNEY

Environmental and  
Organizational Analysis

Strategies for Scaling  
Social Impact

Impact Evaluation  
and Pivots

**TERM 1 (10 units)**  
January to March

**TERM 2 (10 units)**  
April to June

**TERM 3 (10 units)**  
July to September

**TERM 4 (10 units)**  
October to December

**GECON 212** 2 units

Macroeconomics and  
Microeconomics for  
Development

**GECON 220** 2 units

Development Economics:  
Leading Issues in  
Development

**LEADR 221** 2 units

Bridging Leadership 1

**LEADR 222** 2 units

Bridging Leadership 2

**DEVMA 202** 2 units

Analysis of Development  
Environments and  
Systems

**DASCI 203** 2 units

Data Visualization and  
Artificial Intelligence for  
Development

**LEADR 263** 2 units

Strategic Human Capital  
Management

**ORRES 221** 2 units

Operations Management  
and Sustainable Supply  
Chains

**GENMA 272** 2 units

Sustainability and Ethics

**LEADR 262** 2 units

Organizational Leadership  
and Change Management

**DEVMA 261** 2 units

Project Design and  
Feasibility Assessments for  
Sustainability

**DEVMA 262** 2 units

Project Implementation,  
Control, and Impact  
Evaluation

**DEVMA 290** 2 units

Empirical Methods and  
Data Analysis

**FINMA 240** 2 units

Financial Analysis and  
Corporate Finance

**GMKTG 202** 2 units

Social and Digital  
Marketing for Development

**COMMS 260** 2 units

Mastering Negotiations in  
Development

**INNBS 233** 2 units

Strategies for Social  
Innovation

**DEVMA 296** 2 units

Impact Leadership Lab 1

**DEVMA 297** 2 units

Impact Leadership Lab 2

**DEVMA 298** 2 units

Impact Leadership Lab 3

**LEADR 280.1** (1) unit

Coaching for Impact  
Leaders

**COMMS 280.1** (1) unit

Grant Writing

\* 40 credit units and 2 non-credit units

# LOCATED IN THE HEART OF ASIA

A melting pot of cultures, Asia, and specifically the Philippines, gives students a rich background in Asian culture coupled with western-style education.

## 1. Western-style Education with a Focus on Asia

Since the 1940s, the Philippines has adopted Western pedagogical methods in its education system. With AIM's particular emphasis on the Harvard case study method, pursuing a postgraduate degree in the Philippines affords students a fusion of effective and practical approaches with the nuance and insight of Asian traditional business practices providing a diverse and balanced educational approach.

## 2. Multicultural Learning Environment

Students are exposed to a multicultural learning environment where they can benefit from insights from leading researchers, practitioners, and educators from the world's biggest and most varied continent.

## 3. English as the Medium of Instruction

English serves as the medium of instruction in institutions in the Philippines. This enables students from Western and Asian backgrounds to effectively communicate and collaborate with each other, enhance cross-cultural exchange, and open doors to global opportunities.

## 4. Global Recognition and Accreditation

AIM is the first school in the country to be accredited by the Association to Advance Collegiate Schools of Business (AACSB), and it is also a part of the Global Network for Advanced Management (GNAM), an exclusive partnership between 32 international business schools.

## 5. A Foothold in Asia

Students are provided the opportunity to build a diverse network of contacts from both Western and Asian backgrounds. Connecting with professors, professionals, and fellow students from different cultures and academic disciplines can lead to valuable collaborations, internships, and career opportunities that span international borders.

## 6. Unique Research Opportunities

Asia offers unique research opportunities for data-driven students. Its geographical location, coupled with a rich social and environmental ecosystem, make it a hub for research and innovation. Students can partake in groundbreaking research projects that address pressing global issues.

## Makati: Metro Manila's Business District

Makati is the primary central business district in Metro Manila and one of the major financial and commercial hubs in the Philippines. It is home to many multinational corporations, banks, financial institutions, and other business establishments.

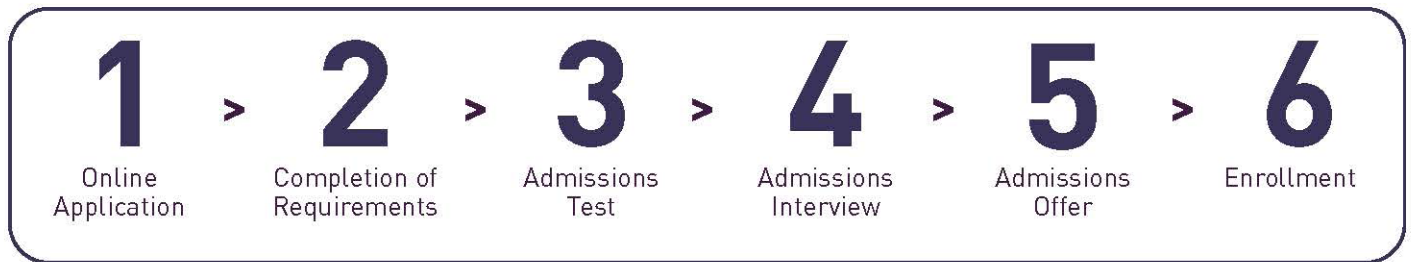
It is also centrally located in Metro Manila, making it easily accessible from different parts of the metro. It has a well-developed transportation infrastructure, including major highways, public buses, and a mass rapid transit (MRT) system.

Students can experience a vibrant cultural and entertainment scene within the city's numerous shopping malls, restaurants, cafes, art galleries, theaters, and museums. Lots of options are available for leisure activities, cultural experiences, and socializing.

Proximity to professionals, industry leaders, and multinational companies in Makati can enhance your career prospects, especially in fields, such as general management, banking and finance, data science, development, innovation, financial technology, cybersecurity, and entrepreneurship. This provides unique networking opportunities to students looking to establish strong connections within the region.

# ADMISSIONS

Our Student Recruitment and Admissions Team will assist you in applying for the upcoming MDM Cohort. Email [mdm@aim.edu](mailto:mdm@aim.edu) or visit [devatwork.aim.edu](http://devatwork.aim.edu) for more details.



## Eligibility Criteria

- Must have a Bachelor's degree (or an equivalent qualification) in a technical or non-technical field
- At least five years' work experience, preferably with a minimum of two years' managerial experience

## Application Process

1. Fill out the application form at [devatwork.aim.edu](http://devatwork.aim.edu)
2. Send the following documents to [mdm@aim.edu](mailto:mdm@aim.edu)
  - a. Updated Curriculum Vitae
  - b. Copy of undergraduate Transcript of Academic Records (TOR) or mark sheet
  - c. A Letter of Motivation
  - d. A valid government ID (passport ID page is preferred)
  - e. Diploma
3. Take the NMAT. The NMAT by GMAC is a two-hour timed, 108-question test that covers language skills, quantitative ability, and logical reasoning. It is conducted online via Zoom. Each of the three sections are individually timed.
4. Qualified applicants will undergo an admissions interview with the program faculty.
5. The Admissions result will be sent via email or can be accessed through the AIM Portal.
6. To reserve a slot, pay a USD1,000 registration fee, which will be deducted from the total program fee.

### Program Fee

USD20,500

Intake

**January 2025**

# FINANCIAL AID

## Alumni Promotion

Alumni of the School of Executive Education and Lifelong Learning (SEELL) – formerly the School of Executive Education – will be entitled to 10% off the total program fee.

Alumni of any AIM degree program or their family members to the first degree of consanguinity or affinity will be entitled to 20% off the total program fee.

An applicant who fulfills both criteria will be eligible for a maximum of 20% off.

## Early Bird Rate (For January 2025 Intake)

Tier 1: Payment of Registration Fee (USD1,000) on or before 31 August 2024 entitles enrollees to a USD1,500 program fee reduction.

Tier 2: Payment of Registration Fee (USD1,000) on or before 31 October 2024 entitles enrollees to a USD1,000 program fee reduction.

## Loans

### Institutional Loan Programs (Applicable to Program Fee Only)

AIM offers two loan programs to help Filipinos and Philippine-based foreigners\* focus on their education. Slots are limited in these programs and priority will be given only to qualified early applicants. The maximum loan amount is 80% of the program fee. No collateral is required for the loan program.

#### 1. Study Now, Pay Later: 0% Loan Program

- Repayment Tenure – 3 years to 5 years
- Monthly Amortization – starts 6 months from the scheduled end-date of the program
- Limited slots only

#### 2. AIM Study Loan Program

- Repayment Tenure – 3 years to 5 years
- Monthly Amortization – starts 3 months from the scheduled end-date of the program
- Indicative interest rate of 6%\*\*

## Loan Application Requirements

Submit scanned copies of the following documents for applicant and co-maker\*\*\*

- Certificate of Employment with salary information included
- Income Tax Return or payslip
- Copy of Official Transcript of Records with Cumulative Grade Point Average
- Any valid government ID (passport ID page is preferred)
- Loan Application form

\* Depending on employment status

\*\* Subject to change without prior notice

\*\*\* Co-maker must have an equal salary to or higher salary than applicant

# SCHOLARSHIPS

## Institutional Scholarship and Grants-In-Aid

Institutional scholarships and grants-in-aid applications are processed once admitted into the program. AIM reserves the right not to award these scholarships if no qualified candidates are identified.

### Requirements:

- Certificate of Employment with salary information included
- ITR or Payslips
- Copy of Official Transcript of Records with Cumulative Grade Point Average (CGPA)

Grants-in-aid are awarded based on merit and the applicant's financial needs. It covers up to 25% of program fees.



# The Asian Development Bank - Japan Scholarship Program

The Asian Development Bank (ADB), with funding from the government of Japan, established the ADB-Japan Scholarship Program (JSP) in 1988. It is one of the most important sources of financial assistance for graduate students in the Asia-Pacific region. The aim of ADB-JSP is to encourage and strengthen human resource development and nation-building with its partner countries within the region.

In 1989, AIM became the first ADB-designated institution to receive full-time scholarship funding for qualified and deserving students. The scholarship award covers 100% of the program fee, including campus dormitory accommodation, one round-trip\* economy class airfare, and a stipend.

*\* For international students only*

## Scholarship criteria:

- Be a graduate of any Bachelor's degree from a recognized university or institute of higher learning
- Have at least two to three years of strong professional experience, preferably at the supervisory or managerial level
- Not be more than 45 years old at the start of the program
- Not have any prior master's or doctoral degree(s)
- Not have lived, worked, or studied in a country other than his/her own home country
- Have proficient academic records
- Be proficient in spoken and written English
- Agree to return to his/her home country after the completion of the MDM program
- Successful recipients must be full-time students only. Recipients must not have any other source of income during the duration of the program

## Requirements:

1. Duly accomplished ADB-JSP Information Sheet
2. Copy of Undergraduate Diploma
3. Copy of Official Transcript of Records with Cumulative Grade Point Average (CGPA)
4. Certificate of Employment for the last five years issued by the company (preferably with company's letterhead/logo), stating the start and end date of employment (e.g. Jan 2020 to Dec 2023 or Jan 2020 to present)
5. Certificate of Income issued by the company (preferably with company's letterhead/logo), can be any of the following:
  - Annual Income\*
  - Monthly Income\*
  - Latest Income Tax Return
6. Certificate of Family Income issued by the company (preferably with company's letterhead/logo)
  - Parents' Annual/Monthly Income\* if the applicant is single
  - Spouse's Annual/Monthly Income\* if the applicant is married
  - If the status is unemployed, or parents/spouse may be retired or deceased, an authenticated supporting document must be submitted
  - Copy of Applicant's Passport

*\*If in local currency, fill out and submit the income conversion to USD form provided by ADB-JSP*

Scholarship applications will only be processed once candidates are admitted to the program. AIM will screen your application based on its own selection criteria while keeping in mind the ADB eligibility requirements as well. In turn, ADB will review the submissions from AIM and based on their selection criteria, will recommend awardees to the Executive Director for formal approval.

The logo consists of several overlapping, rounded rectangular shapes in vibrant colors: cyan, green, yellow, and purple. The text 'ASIAN INSTITUTE OF MANAGEMENT' is centered within the purple shape.

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