

# Professional Master's in Environment, Social & Governance

# ESG

AIT School of Management  
Yunus Center AIT



# AIT

Asian Institute of Technology

# PROFESSIONAL MASTER'S IN ESG

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# WHY PM-ESG?

- **The business world faces a major transformation.**

Consumers, employees, governments, and regulators all expect companies to show that they act ethically and respect people and the planet in their pursuit of profit. Business investments that prioritize social innovation, equity, and practical action have reached 700 billion US dollars, in 2021, in step with a surge in regulatory incentives. Environmental, social, and governance (ESG) standards are key differentiators.

- **The search is on for ESG professionals with understanding and skills.**

More and more ESG professionals are needed to steer corporate decision-making towards responsible profits. ESG management is emerging as a portfolio practical approach to Corporate Social Responsibility (CSR) values, and Sustainability principles, viewed from a Risk Management Perspective.

- **More ESG professionals are needed than are available.**

500,000 new ESG jobs are expected this decade. From entry-level data and compliance documentation to responding to process-level challenges confronting business growth for managing risk in the boardroom.

- **PM-ESG prepares professionals for in-demand ESG roles.**

ESG careers are opening in risk management, strategic planning, policy analysis, social impact, and business innovation. PM-ESG is offered by the AIT School of Management in collaboration with the Yunus Centre, AIT's ESG hub. Students earn a master's qualification without having to interrupt their careers. PM-ESG is attractive for employees because they can invest in building the ESG capacity of key management and staff, without having to displace employees

## About AIT

**125+** globally ranked Faculty from **20+** countries

Ranked the **World's Most International University**

**200+** Learning Partnerships with **98** universities

**40+** Countries represented in the student body

**1989 Magsaysay Award** for International Understanding

# PROGRAM

**PM-ESG is a 30-credit program** that full-time students can complete in one academic year. To graduate, students complete eight 3-credit course modules and a 6-credit practicum and final project. Module topics are chosen for relevance to emerging ESG trends, strategic value for employers, and practical applicability to real-life challenges. Modules are available as in-house corporate workshops.

**PM-ESG attracts working professionals** from multinational retail, manufacturing, and extractive industries, international and national NGOs, the UN system, consulting firms, and grassroots development organizations.

**PM-ESG's flexible weekend format remains popular.** PM-ESG capitalizes on AIT's hybrid multi-modal teaching model that combines online and in-class instruction with extensive practical exposure. With over 40 nationalities represented on campus, AIT offers an unmatched international learning environment.

**PM-ESG is a transportable ESG qualification** against which employers can standardize the recruitment of ESG professionals. An AIT degree is a recognized asset within the region and beyond. Compared to peer offerings, PM-ESG scores high for competitiveness, value-for-money, ease of access, and internationality.

# CURRICULUM

**PM-ESG's curriculum is built on the foundations of risk management, organizational sustainability, innovation leadership, and social impact,** augmented by direct practical exposure and case-based peer learning facilitated by experienced practitioners drawn from AIT alumni and the Yunus Academia Network worldwide.

**PM-ESG is taught by teaching teams comprising academic faculty and industry executives.** All 8-course modules are compulsory, carrying 30 hours of contact time, each. The 6-credit Practicum culminates in the Final Project, in which students design an implementable ESG solution for their company or institution.

# ENTRY REQUIREMENTS

- Evidence of English language proficiency, which includes the AIT English Language Test (online) or IELTS at 6.0 or above. Further details of AITs language requirements can be found at: <https://www.ait.ac.th/admissions/eligibility/>
- Bachelor's degree with CGPA above 2.75, and a minimum of 3 years of appropriate work experience.
- Candidates without Bachelor's degree may be considered if they demonstrate 10+ years of work experience.

# FEE & CHARGES

## Tuition & Registration (inclusive)\*

- **Full PM-ESG as a regular program:** USD 15,000, payable in 1, or 3 installments
- **Practicum-only option:** USD 3,600, payable upon registration
- 

**Competitive Tuition Scholarships** for eligible applicants, organizational nominees, and groups.

# Courses

Course 1

## CORPORATE GOVERNANCE, FAIR OPERATING PRACTICES AND GOVERNMENT RELATIONS

Good corporate governance is at the heart of responsible business. Examine key economic aspects of sustainable development and emerging corporate governance challenges. Weigh shareholder power and stakeholder rights. Grasp the impact of bribery or corruption in business value creation. Unpack the role of governments, intergovernmental organizations, and transnational companies in promoting or inhibiting responsible corporate behavior and associated risk.

- Critically examine the importance of governance in underpinning corporate strategies for demonstrating responsible behavior
- Grasp key elements of good governance and their relationship with stakeholder engagement
- Examine anti-corruption regulations and best practices strategies, and synthesize them from cross-cultural perspectives

### Topics:

1. Economic aspects of sustainable development and poverty reduction.
2. Governance issues surrounding shareholders and stakeholders, dominant shareholders, board diversity, and disclosure.
3. Principles of good governance and standards, and governance structures.
4. Fair competition and operating practices, bribery, and corruption.
5. Government relations, inter-governmental initiatives, and trade rules linked to CSR/ESG.

Course 2

## ESG VALUE CHAIN RISK MANAGEMENT

Over the past three decades, the Asia-Pacific region has grown into the World's manufacturing hub, with expanding investments in the agricultural and extractives sectors. Today's global supply chains are dynamically complex, carrying within them a number of business risks emerging from labor standard violations, to deteriorating air and water quality, and poor regulatory compliance. Examine core labor and environmental standards, and best practices for mitigating supply chain risks, and assuring product responsibility for ESG-aware customers.

- Analyze key risks associated with value chains and assess them against a range of supply chain and consumer-based strategies
- Critically examine social and environmental issues outside normal boundaries of business, through links to outsourced supply and product responsibility

### Topics:

1. Introduction to risk management. Issues and risks connected with the outsourcing of products and services
2. International labor standards and unacceptable forms of labor.
3. Supply chain audits and factory inspections, and product responsibility
4. From auditing to capacity building and behavior change through factory improvement training
5. Engaging with current issues, such as women workers, consumer groups, and Public health and safety standards management

Course 3

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE

Along with the increasing awareness of contemporary environmental challenges that face our planet, has come the emergence of business-related tools that help companies reduce environmental impact. Learn about management systems-based approaches to deal with current environmental impacts of business operations. Examine the role of business in helping mitigate climate change and understand the business case for adaptive approaches.

- Plan environmental management strategies for the organization from an understanding of the opportunities that exist for businesses to engage with environmental issues.
- Apply a variety of corporate environmental management tools and approaches within a specific context.

### Topics:

1. Role of business in managing contemporary environmental challenges, including pollution, climate change, and loss of biodiversity.
2. Corporate environmental management strategies, international environmental standards, policies, and best practices.
3. Comparison of national environmental quality standards and emerging disclosure approaches such as TCFD.
4. Circular economy concepts and trends, with the business case for conservation-driven approaches for business and society.
5. Practical solutions at work, including carbon footprint tracking and carbon credits, and current energy efficiency programs.
6. Emerging environmental perspectives around the globe and their relevance to ESG managers.

## SOCIAL ENTERPRISES, COMMUNITY INVESTMENT AND ENTERPRISE-LED DEVELOPMENT

Businesses thrive because of communities, and in essence, are all social enterprises. Deep dive into the social role of business, and their positive and negative impacts on host communities, or populations they aim to serve. Examine community expectations from business that have influenced how companies engage communities and stakeholders effectively. Understand how to ensure that stakeholder interests are taken into account. Learn about strategic approaches taken by companies to community investments, with an emphasis on measuring impacts and addressing stakeholder concerns over the long term.

- Analyze the role of enterprises in social and human development, and examine the concept of 'enterprise-led development' through available examples and cases from the expanding world of social business and impact entrepreneurship.
- Apply relevant, effective community-based social investment decision-making frameworks to developing business strategies.

### Topics:

1. Context of transition from corporate philanthropy to community investments, and mainstreaming social business entrepreneurship.
2. Demonstrating the impact of community investment and shared value interventions through sustainable/social return on investment SROI metrics.
3. Drivers of ESG reporting, and current internationally recognized corporate sustainability assessment frameworks, their advantages, and disadvantages.
4. Community needs mapping approaches, and design and delivery of relevant and effective community investments and projects.
5. Best practices in community investment, such as employee volunteering, co-investments in social enterprise, and enterprise-led development solutions.
6. Measuring community investment through embedded metrics and stakeholder consultation platforms.

## HUMAN RESOURCE MANAGEMENT, DIVERSITY AND INCLUSION

Business success hinges on how effectively company management focuses on the internal aspects of ESG and can link effective strategies to good human resource management. Learn how involving staff in ESG activities and using ESG as a way to attract and retain staff are the key elements of corporate risk management. Examine issues such as equal opportunities and strategies for diversity and inclusion in the workplace.

- Critically examine strategies in their organization and empower workers to be involved in social responsibility initiatives
- Apply ESG to modern human resource management practices and procedures to promote the benefits of diversity and inclusion in the workplace.

### Topics:

1. Human resource management principles, and recruitment and retention concerning ESG.
2. Fair employment practices and inter-generational ESG approaches.
3. Staff engagement and development, and incentives for ESG compliance.
4. Work-life balance, and the business case for diversity.
5. Strategies for managing diversity and inclusion.

## ESG INVESTING & CLIMATE FINANCE

The complex relationship between climate change, economy, philanthropy, and finance is at the root of ESG strategy. Develop an awareness of climate change, and the challenges and opportunities it presents for shareholder value-maximizing businesses. Understand the emerging climate economy and its implications on future investment models, broadened to include ESG investing. Discuss how financial markets can help transfer and hedge climate risk as well as finance the transition to a net-zero economy. Explore the effects of climate change on prices and risks across a variety of asset classes. Understand how to overcome gaps in climate finance.

- Apply practical knowledge through exposure to real-world business scenarios that address ESG management challenges
- Synthesize economic concepts and principles in climate and sustainable finance
- Analyze fundamental sustainability concepts and integrate key ESG factors into financial decision-making, especially with regard to ESG investing

### Topics:

1. Introduction to ESG Financing.
2. Contradictions Of the Climate Economy: Business Economics, Climate Change, And the Environment.
3. Data: Impact Reporting, Disclosure Frameworks, and Climate Communication.
4. Regulatory environment for Climate reporting
5. Financial Risks and Opportunities of Climate Change.
6. Impact Investing: The case of social enterprises and microfinance.
7. Blended finance and SDG Investing, the market of climate-related ETFs, and financing energy alternatives.

## INNOVATION AND THE FUTURE OF ESG

Innovation has a major role to play in sustainable development, whether in industrialized or developing countries. Understand the importance of innovation in mitigating and adapting to climate change and other core ESG issues. Discuss directions of innovation and the governance of socio-technical transitions. Examine specific topics such as social and technical innovations in energy and resource-use efficiency, as well as economic and other policy instruments that promote such innovations. Discuss barriers to diffusion of sustainable innovation, and challenges of international coordination, illustrated with real-world cases.

- Acquire working knowledge of issues concerning innovations and sustainability and evaluate critically the main theoretical perspectives on innovation and the environment
- Critically apply concepts from innovation theory in analyzing a range of contemporary environmental policy problems
- Assess innovation dimensions of a contemporary environmental problem using a mix of academic and policy literature.

### Topics:

1. Introduction to concepts central to technology, technological change, innovation, and its management with respect to sustainability.
2. Emerging technologies and technological innovation, technology transfer strategies, and management in a range of sectors.
3. Technology road mapping and the purpose and form of a technology roadmap and how it can be used to underpin innovation strategy.
4. Managing product (goods and services) innovation and system innovation.
5. The role of stakeholders and some practical aspects of 'designing' effective evaluation.
6. Innovation strategy and TIM conclusions.

## ESG SCENARIO PLANNING AND TREND ANALYSIS

Understanding translated into action is the main challenge for managers. In a fast-changing world, this becomes an even greater challenge. Scenario Planning is a practical strategy-building methodology increasingly utilized by a diverse range of forward-thinking businesses. As one of the top three in-demand strategic tools for senior managers and leaders, scenario planning focuses on developing a creative mindset for business leaders, especially for ESG. Identify peripheral events that can have positive or negative dynamic consequences on a business or industry. Think through the 'what if' of ESG events and build a scenario to create a strategy.

- Critically assess scenario planning and why it is being increasingly used throughout the organization.
- Examine how ESG leadership can be developed by envisioning what the industry may look like in the future
- Synthesize an applied seven-step approach: trend analysis, grasping the business through systems thinking and contingency planning
- Analyze how the strategic tool is being/can be applied to a range of industries

### Topics:

1. Making a balanced case for scenario planning: Which companies are using this and why?
2. Case studies of scenario planning
3. Use by governments and companies before 2010
4. More recent usage of scenarios

Step 1 of scenario planning: Macro trend identification

Step 2 of scenario planning: Scenario storylines

Step 3 of scenario planning: Assessing the impact of scenarios on the company

Applied scenario planning in action



## ESG PRACTICUM AND FINAL PROJECT

Research confirms that learning is consolidated by putting concepts and theory into action. The Practicum and Final Project are a core requirement that bridges theory and practice, imparting applied ESG skills considered essential in the industry. Understand current ESG discourse and best practices. Demonstrate a grasp of current ESG process-reporting and documentation tools, and how to utilize them in real-life environments. Work with an assigned advisor to fine-tune ESG problem-solving competencies by identifying an ESG challenge at the workplace and use tools learned in all course modules, to prepare practicable ESG solutions.

Choose a Final Project from three streams, 1) ESG Risk, 2) ESG Strategy, and 3) ESG Disclosure. Present to a jury comprising faculty, external experts, and employer representatives. Demonstrate readiness to identify and solve a process-level ESG problem, propose a working solution that can withstand critique, and inspire decision-maker confidence.

- Re-cap the relevance and importance of ESG in articulating organizational vision and purpose, and formulating measures for stakeholder accountability.
- Reinforce and apply knowledge of current ESG frameworks, industry standards, and reporting and disclosure tools essential to charting ESG strategy and managing risk.
- Apply learned skills to a real ESG-related challenge within an organization and propose a solution that can be independently assessed by experts for applicability.

### Topics:

1. Relevance of ESG and its importance to organizational resiliency
2. The ESG ecosystem, key stakeholders, and drivers
3. Trends in ESG, current frameworks, and implementation guidelines
4. Emerging ESG Taxonomy, and its implications for global business
5. ESG in the context of risk management and organizational sustainability
6. Corporate Disclosure Standards and ESG Reporting
7. Integrating ESG solutions into corporate strategy and scenario planning

## EXPERT CONTRIBUTORS



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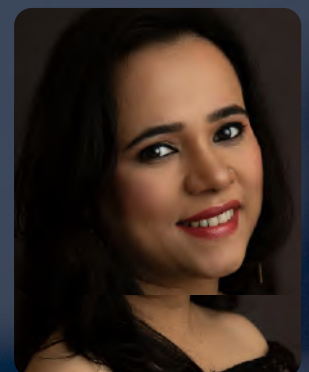


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# AIT

## ASIAN INSTITUTE OF TECHNOLOGY

*Social Impact with Innovation*

Founded in 1959, the Asian Institute of Technology (AIT) is an international postgraduate university known for its rigorous academic, research, and outreach programs in engineering, environment, and management. AIT has earned a worldwide reputation for its leading-edge programs, top-ranked faculty, industry relevance, and global connections, creating impact through capacity building. AIT's Bangkok campus is a multicultural community where people from over 40 countries live and learn together.

AIT graduates are sought after in their home countries, and internationally. AIT alumni continue to distinguish themselves at senior levels in government, private and state enterprises, the UN system, and at leading universities.

## SOM

### SCHOOL OF MANAGEMENT

*Developing Leaders for Tomorrow*

SOM was established in 1987 to meet Asia's growing need for graduate management education. In addition to the Ph.D. and MBA, SOM offers 10 programs, preparing graduates for high-growth careers, including Business Analytics & Digital Transformation, Business Risk & Resilience, Social Business & Entrepreneurship, and ESG.

SOM's goal, in line with AIT's mission of imparting management education quality and practices, is to develop corporate managers and leaders for tomorrow's world. AIT leverages its core competencies in technology, development, and sustainability, the diverse backgrounds of our faculty, and our international knowledge networks to groom innovative, collaborative, future-focused, problem solvers, ready to address complex global challenges.

## YCA

### YUNUS CENTER AIT

*Job Creators, not Job Seekers*

YCA was established in 2009, as AIT's institute-wide unit promoting responsible business and enterprise-led development solutions for society's most pressing problems. YCA honors Nobel Laureate Muhammad Yunus, who as founding chair, provides thought leadership towards a "World of Three Zeros: Zero Poverty, Zero Unemployment and Zero Net Carbon Emissions".

YCA is AIT's ESG hub, developing leaders equipped to transform businesses into agents of social innovation and inclusive, enterprise-led growth. Home to the Yunus Master's in Social Business & Entrepreneurship, and the SDG Lab, YCA connects AIT with the Yunus Academia Network in 98 universities across 38 countries, and major brand supply chains.

# SCHOOL OF MANAGEMENT

DEVELOPING CREATIVE GLOBAL LEADERS

## Admission Requirements:

1. Bachelor's degree & transcripts
2. CV
3. Application form
4. Letter of recommendation
5. English requirements: IELTS 5.5 or take English Test at AITCV Office ( writing skills 5.5)
6. Picture ( 3\*4)
7. Passport



## ASIAN INSTITUTE OF TECHNOLOGY IN VIETNAM



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