

Dr. Stephen Fuller

The Case Method

By Teresita E. Orendain

When last August we received a formally engraved invitation to witness the installation of the first President of the newly created Asian Institute of Management, Dr. Stephen Fuller, we determined to get him for an interview before his term of office expired. (The Institute is a result of a merger between the graduate schools of business of De La Salle College and the Ateneo de Manila University and is being supported by the Eugenio Lopez Foundation, Ford Foundation, the United States Agency for International Development and a number of business houses and businessmen, among them The San Miguel Corporation, Ayala Corporation, the accounting offices of Sycip, Gorres and Velayo, Caltex (Phil) Inc. and many more.)

Nearly six months to the day he was installed, (together with a friend who did the introductions) we found Dr. Fuller one Sunday afternoon relaxing in his favorite haunt, the sale of his rambling one level Dasmariñas Village residence with his wife, the former Frances Muihearn, and a just completed huge jigsaw puzzle of a painting of an English countryside.

Tall, almost over six feet, bouncy and ebullient, with blue steady gazed-eyes behind horn-rimmed glasses, clad in well pressed blue pants and beautiful barong tagalog (that hang well on him) silver haired where it still grew, he could pass for a mestizo. He is half English and half Irish and is a Catholic.

Twinkle-eyed, full of Irish warmth and good humor, Dr. Fuller who turned fifty six days ago, looks like a kindly, doting grandfather or like jolly old Santa Claus (depending on the mood you meet him) rather than the astute academician or tough business consultant and the head of such a prestigious educational institution whose lofty goal is the education and training of future business leaders in this part of the world.

Apart from developing future business Midases, he has authored a book on labor relations — Problems in Labor Relations — published by McGraw-Hill in 1964. Until his appointment as associate dean of the Harvard Graduate

School of Business Administration, he taught courses in Labor Relations and Human Relations, Business Responsibilities in American Society and Business Policy. The teaching staff of the University of Ohio (where he obtained his bachelor of arts degree) has also availed of his services. He has served as consultant in various business and industry in his own country, Europe, Canada and Asia. He has been very active in helping to establish development programs within individual companies which has taken him to teach in programs in Switzerland, Japan, Spain, Italy, Pakistan, Ecuador, Mexico, Colombia, Canada, and most often here. (As proof of his outstanding contributions to management education here, the Stephen Fuller Chair in Business Administration was created at the State University in 1968.)

"I like the Philippines," Dr. Fuller told us. "I like being here. I like Manila and I hate people with whom I talk to, who raise eyebrows and commiserate with me when they learn that I am going to stay here for sometime. They have mistaken impressions of the country. I always set them straight (very straight in fact) about conditions here."

The romance between Dr. Fuller and the Philippines began over 20 years ago when he first came here as a soldier in the US Army towards the end of World War II. Since then he has been in and out of the country for more than 15 times with long periods of stay in connection with his lecture tours. He was a member of the faculty of



DR. STEPHEN H. FULLER

the first ETIOP Advance Management Courses in Baguio City.

When the final decision as to where the AIM was going to be situated was being made, Dr. Fuller promptly suggested Manila be the site. Not only because of the practical side of the question — there won't be any language barrier — but also some sentimental reasons, "The decision was made here," he said patting his breast. To our incredulous "Oh" he elaborated. "I couldn't bring my other two sons anywhere else, could I? They would surely miss the country of their birth so much." Later on, we found out who were the two sons he was referring to. They were his two adopted Filipino boys, Teodoro and Rogelio who now live with him and his wife and who bear his surname. His other two natural sons are Mark and Joseph Fuller who are both in Boston.

Both Dr. Fuller and his wife Frances (she gave up a teaching post at Radcliffe where she graduated) are deeply involve in education. "I'm stuck with it," he proudly informed us with an engaging grin.

We urged the good doctor to fill us in on what he is stuck with and he told us about the main concerns of the Institute, his views on the teaching method and the Filipino students as a whole compared to his American counterpart, and his views on the economy of the country (very bright he said) and various things that were purely personal opinions that they need not be mentioned here. (We liked his candid, personal opinions, though.)

A keen advocate of the case method of teaching, he has a spectacular disbelief in the lecture method both from the standpoint of personal discretion and of 'Christian charity towards his audience'. "I firmly believe that the best way to capture the interest of a student is not to feed him with a lot of words (which he takes down astiduously and then memorize) but to make him think. The case method does this. The student's mind is made to grapple with the actual, everyday problems encountered by businessmen here (we asked them to write down their problems in business). The solutions then come from each and everyone in the class. In this way too, the more timid are encouraged to disagree

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Photo shows the installation of Dr. Stephen H. Fuller as first president of the Asian Institute of Management. From left are Dr. Stephen H. Fuller, President Ferdinand E. Marcos, Washington Z. Sycip, chairman of the Board of Trustees, Asian Institute of Management and Bro. Gabriel Cannon, F. S. C. president, De La Salle College.



Timeless Music

There is a very special kind of music which I hope will find a great if not a total appeal to whoever I cks it. All for the better for everyone as we shall see. I refer to the oldest kind of music, and also the most modern. It is, however, not contemporary; the Past and the Future find it more common. It is the music for and of the Wingless and the Superbirds. It is Timeless Music.

In the most primitive communities in Africa, Australia, and Asia, music plays the vital function of providing the most suitable form of communication among the people themselves and of course among the mortals and the spirits. The religious rite always basically accompanied by some sort of chanting. Even in the archaic civilizations, as in India, songs (in quarter — and smaller tones) and instrumental improvisations were never absent. In our time, music has become quite complicated and noisy. It is not anymore solely sacred music that we have but also the profane. The traditional

church chants have become infested by folksongs and the like. Profane music such as jazz, pop and rock, and even "serious contemporary" has battered our lives. Nevertheless, in all these instances, music serves the function of communication -- the expression of the striving of man for a meaningful way of life.

And yet, all music pieces ever produced so far are imperfections. The symphonies of Beethoven and the contrapuntally correct fugues of Bach are imperfections. Their music does not at all compare with the Timeless Music. In fact, the music of the composers we call "masters" are merely mimics, like clowns which have the peculiarity of being funny and pathetic at the same time. The Evocia Symphony becomes a valiant struggle and a courageous affirmation of the dignity of what man is. Great. But why were the String Quartets composed after this symphony: do not these Quartets look into the future? Are these not visionary?

These music masters' paradise must lie somewhere else since they never cease their search. They look back-and-forward, think then-and-later. Where is the feat?

The early troubadours thought it was found in their poetic lyricism, so they sang to hearts overbrimming. Palestina thought thorough voice leading would do

By Jorge A. Carreon

It. Each added homophony. Mozart emphasized line and form. Beethoven combined everything. The Romantics flooded themselves with their own tears. Stravinsky thought he had hit the pot with his "Rites of Spring" only to tread again later on the old battlegrounds of the Classicists. Anton Webern concentrated on microcosmic forms and emaciated harmony. Stockhausen uses electronics. The hippies, sit-uants and sex.

It takes a lot of courage to compose music. It also takes much brain and patience. But it takes all these and much more to appreciate the Timeless Music, and especially to go into it. One must be honestly prepared and willing to do it. One must have grace from the Wingless and the Superbirds.

Man has always striven for things absolute. He will always be striving for things absolute. It seems that Life for him is an all-or-nothing proposition, even as he is well aware that perfection here on earth can only be, but poorly approximated. Man has just got to keep on and plough through. He can not do otherwise.

Well, actually he can do otherwise one thing, the only one. He can write the Timeless Music — the music not of notes but of rests. He can Die . . . Which reminds me of Kanakazshi, who said, "Violence like the Wingless Dove it flew — motionless. And Timeless in Peace was the Universe."

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with the professors."

Asked whether there is much difference between the Filipino students and American students he said not much as long as they are given the same educational opportunity. "But this I found. The Filipino student respects authority and grey hairs more, so that he tends to take what his professors say hook, line and sinker. But this is true everywhere in Asia, I think."

AIM's aim is three-fold. To provide highly competent and carefully selected candidates, without regard to their financial ability to pay their education, the opportunity to receive professional, graduate level, full-time training in managerial leadership. Since not everyone who wants to further their studies can be admitted to the Harvard Business School abroad, only 750 students are admitted each year to the school, and 10 per cent of said total is allotted to foreign students) AIM intends to give the same training to Asian students with the same curriculum, same courses and same teaching method — the case method.

We do not need valedictorians but students who have leadership (they are two quite different things). True we are tough in the admission office, but afterwards, when they have hurdled the examinations we are generous to them. The work load is heavy, about 70 hours a week. That is why we do not accept working students. But we do our level best to get students who have been admitted, to graduate them. So far out of the 96 students admitted this school year, only four dropped the course for reasons of their own. If the future of the school depends on the students, then I can proudly say that it will be a success."

We asked Dr. Fuller how things are going financially for both the students (when they finally are graduated) and for the teaching staff.

"Great on both counts. Already some of our students are being eyed by a number of business concerns. As for the teaching staff, we had some difficulties in keeping them after they return from training in Harvard. Some of our world faculty members are in the offices of several business houses in Makati. But now we have the problem licked. We raised their pay to the average of professors pay in the faculty where those offered by other schools or business establishments. Still, we have to admonish the businessmen not to 'cut down the tree but to take the fruits which will be generously offered by nature in time."

JEREMY FINN'S BRIDGE CLASS

Displayed by the experts

ALL YOU HAD TO DO WAS MAKE FOUR TRICKS FROM THE HEART SUIT, JOHN.

IF IT IS ANY CONSIDERATION, JOHN, MANY EXPERTS ARE INCLINED TO DISPLAY THIS SUIT JUST AS YOU DID — INTERESTING ORDINARY PLAYERS OFTEN TACKLE IT CORRECTLY!

THE ATTEMPT TO BEING MADE BY THE QUEEN OR THE TEN IN THE FIRST TWO ROUNDS IS AN ILLUSION WHICH IS AGAINST THE GODS!

I WAS UNLUCKY. SUSY PLAYED THE ACE AND THEN THE KING BECAUSE I THOUGHT IT VERY LIKELY THAT THE QUEEN OR THE TEN WOULD FALL IN THE FIRST TWO ROUNDS.

IF YOU HAD TO MAKE FIVE TRICKS THE PLAY WOULD BE AUTOMATIC. YOU WOULD PLAY THE ACE AND THEN PRESERVE THE JACK.

STRANGELY ENOUGH, WHEN YOU NEED TO MAKE FOUR TRICKS THE PERCENTAGE PLAY IS EXACTLY THE SAME.

Note the singleton

JOHN TAKING INTO ACCOUNT THE POSITION OF YOUR SINGLETON, IT IS A MISTAKE, IN MY VIEW, TO OPEN THE BIDDING!

IF SUSY RESPONDS AS SHE VERY WELL WILL, YOU WILL BE FORCED TO RE-BID YOUR MOUTH-EATEN SPADES. BECOMES A BID OF THREE DIAMONDS WOULD DENOTE A VERY MUCH CROWDED HAND!

WHEN IN DOUBT MARKING A MARRIAGE SPREADING BID NOTE WHERE THE SINGLETON IS AND WHETHER OR NOT IT WILL, INCONVENIENCE YOUR RE-BID.

HERE IS A HAND, IDENTICAL IN HIGH CARD POINTS AND DISTRIBUTION THE ONLY DIFFERENCE IS THAT WE HAVE A SINGLETON HEART. BECAUSE OF A SINGLETON HEART, HERE IT IS ESSENTIALLY CORRECT TO OPEN THE BIDDING IN RESPECTIVE OF PARTNER'S RESPONSE, YOU CAN CONFIDENTLY INTRODUCE YOUR SECOND SUIT, DIAMONDS!

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