



ABEST21 e-News

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ABEST21 International

THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW,
a 21st century organization

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Vice Chancellor and President Professor Barney Glover, Western Sydney University (third from left)

ABEST21 Office Report

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January

- 07th: Visit to Ministry of Education, Culture, Sports, Science and Technology of Japan
- 11th: Visit to United Nations University, Tokyo
- 14th: Visit to Japan International Cooperation Agency (JICA), Tokyo
- 27th: Attending the 37th Japan Council for Nurturing Global Management Professionals
- 31th: Visit to the Western Sydney University, Australia

February

- 03rd: Attending the 2nd Malaysia Council for Nurturing Global Management Professionals

- 04th: Organizing the ABEST21 Accreditation Seminar I in Malaysia, Kuala Lumpur
- 06th: Visit to Prof. M.Nasir, Plaza Bank Mandiri, Jakarta
- 07th: Organizing the ABEST21 Accreditation Seminar I in Indonesia, Jakarta
- 07th: Attending the 3rd Indonesia Council for Nurturing Global Management Professionals, Jakarta
- 19th: Visit to AEON Head Office, Chiba

I. Member’s Voice for Tomorrow-No. 1

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“Bringing Business into the Business School”

Prof. Dean Lawrence B. Pulley, Ph.D.,

Raymond A. Mason School of Business at William & Mary, USA.

I am the dean of the Raymond A. Mason School of Business at William & Mary in Williamsburg, Virginia, USA. I was honored to be on the Board of ABEST21 for several years and am delighted and impressed by the growth in numbers and stature that has been achieved. Congratulations to President Itoh and all involved!



For years in the Mason School we have sought to distinguish ourselves in “bringing business into the business school” for our students. It is increasingly difficult to keep current in preparing undergraduate and graduate students for the evolving skill and leadership demands of a rapidly-changing business world unless we are directly linked with business and with our alumni in business. We have worked hard to link our alumni and recruiting companies with our faculty and program teams to help determine and deliver what it takes to make our students truly career-ready and to connect them to world-class opportunities.

Let me briefly describe three ways in which we are engaging and connecting companies and alumni with our students.

Executive Partners. The Executive Partner (EP) Program in the Mason School is one of the most unique, remarkable, and successful organizations in business schools today. We have over 140 active and retired executives living in the Williamsburg area dedicated to sharing their time and talents as volunteers to help our students. EPs are woven through the fabric of who we are and touch almost every facet of what we do. We are the business school we have become because of their efforts. For example, each of our full-time MBA students has a personal Executive Partner Leadership Coach, as well as access to all EPs. Our undergraduate students have EPs work with them in résumé preparation, practice interviews, and job search coaching. There is a searchable database so students can sit down over a cup of coffee and get guidance on an upcoming job interview from someone who has the functional expertise, knows the industry, and may even have worked for the hiring firm. EPs with appropriate experience attend every class and help guide our students’ learning in our undergraduate and MBA student-managed-fund courses. And I have barely scratched the surface. In many cases, the EP and student coaching and mentoring relationships extend well beyond graduation.

Advisory Boards. Our Foundation Board of Trustees has guided and supported us in all of our key innovations and most especially in launching our very successful Online MBA Program (ranked 28th by *U.S. News and World Report*). Our Mason Accounting Programs Board contains representatives of all top accounting firms and both guides our curriculum development in accounting and makes sure

all of our accounting graduates receive jobs. Our Business Analytics Advisory Board guided us in launching a very successful Master of Science in Business Analytics program and undergraduate major. Our Consulting Advisory Board helped us develop MBA and Undergrad consulting courses where each class is led by experienced alumni with extensive consulting experience.

Sprint Weeks. Four years ago we “open-sourced” ideas for rethinking our Fulltime MBA Program in an initiative we called “Tomorrow’s MBA.” It was a huge success and we received over 5,000 responses and ideas. One of our major innovations is to take a break from the normal course routine in the middle of each semester and do a “deep dive” into an industry or other business challenge. Each Sprint Week is worth one academic credit and students both work in teams and love the experience. We never could even have imagined offering the Sprint Weeks without the engagement of alumni and companies and in the trenches support from our Executive Partners. For example, one of the Sprint Weeks focused on Predicting Demand in the Automobile Industry. A former CEO of General Motors gave the keynote on the state of the auto industry and subsequently held individual meetings with each of the twenty-three student teams. Another Sprint Week focused on Crisis Management whereby each student team was provided with a food contamination and illness crisis for a restaurant chain they were assumed to run. Student teams had to navigate (mock) real-time articles in the *Wall Street Journal* and elsewhere, and respond through presentations to their Corporate Boards and the Media (roles played by our Executive Partners). This realistic exercise was overseen by a Mason School alum who runs the crisis management practice at a top global public relations firm.

If there were ever a time when we could hunker down in business schools and successfully prepare our students without the immediate, direct, and ongoing engagement of the business community, those days are long gone.

About the Author. *Lawrence B. Pulley is the Dean of The Raymond A. Mason School of Business, William & Mary, Williamsburg, Virginia. William & Mary was one of the original seven business school members of ABEST21. Pulley made annual trips to Tokyo for more than 12 years in conjunction with his work with ABEST21 and served on the ABEST21 Board. He received his undergraduate degree in Economics/Math from William & Mary and his PhD in Economics from the University of Virginia.*

II. Assessing Today for Tomorrow-No.40

「自己点検・評価 (Self-Check/Self-Evaluation)」の分析について

加速度的に進展していく教育環境変化において、大学等が教育研究活動の質維持向上を不断に遂行していくためには、大学等は自らの教育研究活動状況を的確に把握していかないと未来への存続は難しい。大学等が「真空」の中に存在しているのであれば問題はないが、しかし、現実の「環境」が変化していく社会においては教育研究活動の改善は不可欠となってくる。それに対応していくためには、絶えず「自己点検・評価」の分析を行い、改善すべき問題を見つけ出し、それを解決していかなければならない。環境社会において教育研究活動の質保証には大学等の「自己点検・評価」は不可欠な要素なのである。

認証評価機関の主な目的は、大学等が自ら行った「自己点検・評価」の分析を客観的に評価して当該大学等のステークホルダーにその教育研究活動の質を保証していくことにある。学生が大学を選ぶ時代において、また企業が卒業生を採用する場合において、大学等は自らの「自己点検・評価」によってステークホルダーに教育研究環境をアピールしていかなければならない。大学等は学生に

対して在学中に受益するであろう教育研究サービスの質を保証していかなければならないし、企業に対しては学生が在学中の教育課程で身に付けた知識・能力・力量等を就職先の企業等組織において十二分に発揮されてくることを保証していかなければならない。しかし、大学等の自らの「自己点検・評価」に基づく社会へのアピールでは客観性がない。そこで、大学等は自ら実施した「自己点検・評価」が客観性のある分析であるかどうかを第三者の評価に求めてくるのである。

従って、認証評価の原点は第三者評価そのものよりも大学等が自ら行う「自己点検・評価」に求められるのである。それは、認証評価機関の審査は受審校が認証評価機関が定めた評価基準に従って適切に「自己点検・評価」を行っているということを前提にしているからである。しかし、実際には大学等は認証評価を得るための「自己点検・評価」に終始しているケースが多く、小手先の基準合わせの「自己点検・評価」の分析をしていく傾向がみられる。この場合の「自己点検・評価」は抽象的な分析となり、具体的な事実に基づいた分析ができていない。

一方、ある大学等は自らの「未来のあるべき姿」を明確に描写し、自らの「教育研究上の目的」の実現を目指して、“今どこに問題があるか”そして“それをどう解決していくか”等について明確な戦略を描き、それに基づいた実質的な「自己点検・評価」の分析を行ってくる。この場合の「自己点検・評価」は適切なデータに基づき具体的に行われ、改善すべき課題も明確に分析されている。この分析には一貫性があり体系的でもある。

従って、認証評価機関の認証評価の審査は、先ず、受審校の認証評価基準に従って実施した「自己点検・評価」の分析の適切性を評価せざるを得ない。不適切な分析に対しては「自己点検・評価」のやり直しを求めている。そして、次に評価基準に基づいた改善課題の多寡等により現在の教育研究活動の質のレベルを評価している。現在、ABEST21では下記の段階での評価をしている。

- A)「本教育プログラムは、評価基準がほとんど又は全てが満たされ、改善すべき課題の少なく、教育研究の質維持向上が十分に期待でき、非常に優れている教育プログラムである。」
- B)「本教育プログラムは、評価基準が大体において満たされ、改善すべき課題があるけれども教育研究の質維持向上が期待でき、優れている教育プログラムである。」
- C)「本教育プログラムは、評価基準が満たされてはいるが、改善すべき課題も多くある教育プログラムである。」
- D)「本教育プログラムは、評価基準が満たされていないために、教育研究の質維持向上に改善課題が多くあり、実行計画の改善課題履行状況の結果を検証するために継続審議が必要な教育プログラムである。」

認証評価は大学等が自らの教育研究活動についての健康診断をする絶好の機会であり、それだけに「自己点検・評価」の目的を間違えないようにしなければならない。勲章を貰うために認証評価を受審するのではなく、大学等が環境の変化していく社会において自らの「未来のあるべき姿」を実現していくために「現状」を正しく認識し、「未来」の組織を創り上げていく「自己点検・評価」をしてもらいたいものである。(理事長 伊藤文雄)

III. General Information

1. 3月会議の中止について

ABEST21 は、新型コロナウイルスの感染状況について検討した結果、2月18日、2020年3月11日-12日青山学院大学総合研究所ビル国際会議場で開催予定の Peer Review Committee, Accreditation Committee, General Assembly, ABEST21 Accreditation Certificate-granting Ceremony 及び International Symposium、そして13日予定の工場見学を中止することを決定いたしました。コロナウイルスが世界的に拡散してきている状況のなかで、海外10ヶ国から約100名近い出席予定者の出国から帰国までの間の健康と安全性を保障することは難しく、各出席者の「健康と安全」の確保を第一に考え、今回の予定したすべての会議等の開催を中止しました。会議等については web-based meeting を予定し、国際シンポジウムは2021年3月に延期することにいたしました。

2. Professor Dr. Muhamad Nasir との再会について

2020年2月6日、インドネシア・ジャカルタの Plaza Mandiri で、インドネシアの前 Minister of Research, Technology, and Higher Education で、現在 PT Bank Mandiri の Komisaris Independen をされている Prof. Dr. Muhamad Nasir と、Plaza Bank Mandiri で再会いたしました。これまで、ジョコ・ウィドド大統領のもとで技術研究・高等教育相としてインドネシアの高等教育の普及に良きお働きをなされ、ABEST21 の認証評価活動についても深い理解をいただきましたことに謝意を申し上げます。



3. Professor Ari Kuncoro, Ph.D. の学長就任について

この度、Faculty of Economics and Business, Universitas Indonesia の学部長をされていた Prof. Ari Kuncoro, Ph.D., が Universitas Indonesia の Rector に就任されました。

Professor in Economics with Google H-Index 14, which also means the first rank in Indonesia for citation of scientific work by RePEC version. Before holding the position of Universitas Indonesia Chancellor 2019-2024, he served as the Dean of the Faculty of Economics and Business. In addition to academic activities at FEB UI, he is a member of the East Asian Economist Association and is a visiting professor at several leading campuses in Australia and the United States.



4. School Visit-School of Business, Western Sydney University, Australia

2020年1月31日、オーストラリアシドニー郊外の School of Business, Western Sydney University を訪問しました。Vice-Chancellor and President Professor Barney Glover 学長の昼食会に招待され、ABEST21 の活動について説明いたしました。また、Dean Prof. Amir Mahmood 及びビジネススクール教員と "Nurturing Global Management



Professionals in the Age of Globalization”について意見を交換する機会が与えられました。

5. 学校会員の新代表者（New Deans）の紹介について

Dean Dr. Ratri Wahyuningtyas

School of Economics and Business, Universitas Telkom

Dean Dr. Ratri Wahyuningtyas was born in Semarang on November 19, 1981. He has completed an undergraduate program at Diponegoro University, a Master’s program at the College of Business Management in Bandung and Doctoral program at Padjadjaran University in Bandung, Indonesia. In addition to his profession as a lecturer and researcher at the Faculty of Economics and Business Telkom University Bandung with human resource management and talent management specialization, he is also involved in management consultancy activities for several companies such as PT. Telekomunikasi Indonesia, Tbk, PT. Telekomunikasi Seluler Tbk,



Assessment Center Indonesia, Otoritas Jasa Keuangan, etc. He is also an instructor in the quality Internal Auditor certification program and Human Resources Certification program. Several awards have been obtained for several research results given on an international scale as well as an award as Best of Certified Talent Management Professional. Some of his certifications include Human Resource Management and Personality Mapping Profiling.

Dean Agoes Ganesha Rahyuda, Ph.D.

Faculty of Economics and Business, Universitas Udayana

Dean Agoes Ganesha Rahyuda, S.E., M.T., PhD, was born on the 25th of March 1983, which makes him the youngest elected dean in our faculty’s history. He received his bachelor degree in Management from the Faculty of Economics and Business in Udayana Univeristy, Bali, Indonesia, and his master’s degree from the Faculty of Engineering at the Institute of Technology of Bandung, Bandung, Indonesia, with specialization in ‘Industry Management’. He then received his PhD in Management from Kent University, City of Kent, United Kingdom.



After completing his doctoral degree, Mr.Agoes Ganesha Rahyuda held several managerial positions in academia: he was the head of the International Co-operations Unit at the Faculty of Economics and Business from 2014-2016, then in 2016-2018 was second in charge (formal title Secretary of the Head of the School of Management) of the School of Management at the Faculty of Economics and Business within Udayana University. Starting 2018, Mr. Agoes Ganesha Rahyuda progressed into becoming the Head of Human Resource Development within the Senate of the Faculty of Economics and Business within Udayana University. Whilst maintaining that position, Mr. Agoes Ganesha Rahyuda also served as team leader for the projects on ‘Remuneration System within Udayana University’, ‘Analysis Team of Positions and Work Loads’, and ‘Creation of 5 (five) criteria for self Evaluation and Assessments’. Lastly, Mr. Agoes Ganesha Rahyuda has achieved the award for ‘Best Lecturer in the environment of Udayana University’ whilst contributing to numerous international researches under his leadership. As the new Dean, he is focused on internationalizing the Faculty of Economics and Business in Udayana

University into the foreseeable future.

Dean Dr. Nairobi

Faculty of Economics and Business, Universitas Lampung

Dr. Nairobi, S.E., M.Si. was born at Gedung Tataan on June 21st, 1966, Bandar Lampung City, Indonesia. In 1985, he joined the undergraduate program at the Faculty of Economics, University of Lampung, and graduated in 1989. Then, he continued his postgraduate studies at University of Gajahmada and graduated in 1995, and most recently completed his doctoral education program at the University of Gajahmada and graduated in 2014. On 10 December 2019, Dr. Nairobi has been officially installed by the Rector of UNILA as Dean of FEB Unila until 2023. Before serving as Dean, he was the chairman of the cooperative diploma III program from 2000 to 2008, and he was also a



chairman of the Department of Economics Development at FEB Unila from 2016 to 2019. He is also active as a researcher with a focus on in the monetary field, especially inflation. He is a passionate lecturer teaching from 1990 to the present. He has received several awards at the faculty level as the best lecturer in 2016 and 2017 and also at the university level as the second best lecturer in 2016.

IV. Accreditation

1. 中央教育審議会大学分科会「認証評価機関の認証に関する審査委員会」によるヒアリング結果のコメント

前号の ABEST21 eNews No. 105 号「文部科学省ヒアリングについて」で報告しました ABEST21 に対する中央教育審議会大学分科会「認証評価機関の認証に関する審査委員会」による 2019 年 12 月 18 日、に実施されましたヒアリング審査のコメントが内示され、下記の評価をうけました。



主なポイントは、ABEST21 が国内の経営専門職大学院にかかる経費と海外大学等の認証評価に係る経費を区別せよというものです。認証評価のグローバル化の推進を目指して展開している認証評価活動において、一番経費の掛かる認証評価委員会

(Accreditation Committee)及び専門審査委員会(Peer Review Committee)の経費の区別はできず、さらにオフィス賃借料、人件費、事務用品費等の区別が不可能なことを説明しました。ただ区別できる経費は、国内の専門職大学院の「書面審査 (Desk Review)」と「実地審査 (Peer Review Visit)」及び国内セミナー開催に係る経費だけであることも説明しました。

ABEST21 は 2011 年 3 月から 2019 年 3 月までの間に 64 件の認証評価の審査をしてきました。このうち日本の専門職大学院の審査件数は 21 件で全体の 33%にすぎず、残りの 67%は日本以外アジア 6 ヶ国の大学等の認証評価してきている国際認証評価機関であることの理解を求めてきました。

ヒアリング結果のコメント

○ 学業奨励、学生の多様化、教員組織の多様性、産学連携活動や正課外の教育プログラムの状況

等についての評価も実施していることは優れている。

- 評価員は国際委員を中心として構成しており、評価員の質向上を図るために各国でセミナーを開催していることは優れている。
- 評価実施後に受審専攻及び評価員にアンケート調査を実施するなどして、調査を踏まえた評価基準及び評価方法等の適切性の分析及び改善がさらに行われることが期待される。
- 公的な評価を行う評価機関として、評価機関自体の組織に関する情報（財務情報等）について、わかりやすく社会に公表することが期待される。
- 海外大学のアクレディテーション（accreditation）に係る業務と認証評価に係る業務の経理を区分する際には、個別費用と共通費用の考え方について整理するなど、適切な管理運営がなされることが期待される

2. Web-based meeting の実施

ABEST21 は、2020 年 3 月 11 日に予定していた Peer Review Committee 及び Accreditation Committee の開催は新型コロナウイルスの流行により、2 月 18 日に委員会開催の中止を決定し、委員会各委員に通知した。これに伴い 2020 年 3 月に決定しなければならない認証評価の審議を、アジア 7ヶ国在住している委員の委員会審議を web-based meeting で行うことを予定している。また、認証評価が認証された大学等に対する認証評価証書を大学等を訪問して手渡すことにした。

3. The ABEST21 Accreditation Seminar 1 2020

Reported by Dr. Fathyah Hashim, Graduate School of Business, USM

The first ABEST21 Accreditation Seminar 2020 was held at Management & Science University (MSU) on February 4, 2020. The seminar was attended by representatives from MSU, Universiti Tunku Abdul Rahman (UTAR), and Universiti Malaysia Pahang (UMP). These are the schools which will undergo the next ABEST21 accreditation application at various stages. The seminar was divided into three sessions. In the first session, Professor Emeritus Dr. ITOH Fumio, President of ABEST21, presented on "The ABEST21 Accreditation System", "Quality Improvement Strategies (QIS)", and "Kaizen Report (KR)". Prof. Itoh highlighted the importance of quality assurance that should be focused on the issues for the future and not the past. The philosophy of ABEST21 accreditation is like a medical check, it implies diagnosis, and then identifying plans on how to survive in the future. Furthermore, accreditation is not the goal, it is in fact a starting point for continuous improvement.



In the second session, Dr. Siti Zaleha Sahak from Arshad Ayub Graduate Business School, UiTM, and Dr. Fathyah Hashim from Graduate School of Business, USM, presented on "The Self-Check/Self-Evaluation Report (SCR)". The former presented on "The ABEST21 Program-based Accreditation System (APAS)" and the later presented on "The ABEST21 Academic Unit-based Accreditation System (AAAS)".

Finally, in the third session, there is an interactive Q&A session between the schools and the speakers. The session is being chaired by Dean Prof. Ali Khatibi, MSU. Some unclear issues had been clarified and further queries should be directed to the ABEST21 office in Japan. The schools were also reminded that the deadline submission of the reports will be June 30, 2020. The reports will be reviewed by a group of peer review team (PRT) members, and an on-site interview will be conducted

during August until end of October, 2020. The next ABEST21 Accreditation Seminar will be held in May 2020.



4. Indonesia Accreditation Seminar I

Reported by Aisyah Tri Astari, MBA, ABEST21 Staff

Seminar I in 2020 was attended by thirty participants from ABEST21 member universities. The seminar included five sessions.

The first session, "The ABEST21 Accreditation System and QIS", was presented by the president of ABEST21, Professor Emeritus Dr. Itoh Fumio. The session also provided the information on the launch of the Accreditation Advisory System after March 2020.

The second session, APAS - "The Self-Check/Self-Evaluation Report (SCR)," was presented by Prof. Dr. Utomo Sarjono Putro from SBM-Institut Teknologi Bandung. The session was focused on the explanation of the six chapters, 26 standards, and 142 criteria in ABEST21 SCR. It also emphasized the importance of the Mission statement and being Mission-Driven for the business schools.

The third session, AAS - "The self-Check/Self-Evaluation Report (SCR)," was presented by the Prof. Dr. Sudarso Kaderi Wiryono, Dean of SBM-Institut Teknologi Bandung. In a more in-depth discussion, Prof. Dr. Sudarso mentioned the advantages of ABEST21 in terms of Quality Improvement and Quality Assurance. Furthermore, the essential characteristic of the ABEST21 accreditation is the Kaizen system, reflected in The Quality Improvement Plan and the Self Check/Self Evaluation Report.

The fourth session, "Kaizen Report," was presented by Dr. Yasmine Nasution from FEB-Universitas Indonesia. The presentation included the importance of Kaizen report in assuring the quality improvement of the school. Furthermore, it is important that the description of how the accredited school implemented the action plan needs to be supported by clear arguments and well-defined reasons.

The Q&A in session five included the questions regarding the new manual 11.12 that will be launched after the Tokyo Seminar in March 2020.



V. Global Knowledge Network

1. The 2nd Malaysia Council for Nurturing Global Management Professionals Reported by Dr. Fathyah Hashim, Graduate School of Business, USM

Date: February 3, 2020, 12:30-17:00

Venue: Meeting Room, Deputy Vice Chancellor Office of Research and Innovation, UPM

The Second Malaysia Council for Nurturing Management Professionals was held on February 3, 2020 at Putra Business School, Malaysia. The meeting was chaired by President and CEO Prof. Dr. Zulkornain bin Yusop, Putra Business School. It was attended by the Regular Members (International Islamic University Malaysia, Putra Business School, Universiti Teknologi MARA, Universiti Sains Malaysia, Universiti Malaysia Pahang, and Universiti Kuala Lumpur), four Company Members from various organizations in Malaysia (Syarikat Perumahan Negara Bhd., Prasarana Malaysia Bhd., MMAG Holdings Bhd., and Censof Sdn. Bhd.), and Professor Emeritus Dr. ITOH Fumio, President of ABEST21. The main purpose of this second meeting was to connect the academic community and industry in finding a suitable platform to nurture management professionals in the country. It is also hoped that this council will later connect with the other two councils (in Japan and Indonesia) to improve the quality of management education and nurturing human resources in Asia.



Dean Prof. Dr. Azlan Amran presented on the MBA Education of Graduate School of Business, Universiti Sains Malaysia, and Executive Director Dr. Aimi Zulhazmi Bin Abdul Rashid from MMAG Holdings Berhad gave a presentation on the corporate needs for the MBA Education in Malaysia. The industry is looking for both hard and soft skills of the MBA graduates. Some examples of soft skills include creativity, persuasiveness, collaboration, adaptability, communication skills, as well as emotional intelligence. Meanwhile for the hard skills, IT related skills like business analytics, block chain, cloud computing, and affiliate marketing are really being expected from the MBA graduates. The business schools are also encouraged to invite their alumni to give talks in classes so that they can share their experience on how they have learned to become emotionally intelligent.

The company members of the Malaysia council collectively agreed on the needs to polish the communication skills and ability to convince people. Therefore, a platform is really needed to nurture and bridge this expectation gap, and business schools should work together with industry players to realize this. For example, an incubator can be set up for students to test their business ideas, to give mock presentation to the board, and to assess risks. This can be used to test the effective communication skills. However, it is also noted that entrepreneurial mindset cannot be taught. In Malaysia, the booming of shop lots MBA is cannibalizing the local business schools' MBA programs. Thus, in the next council meeting, a dialogue session among business schools, companies, and related government agencies (e.g. Ministry of Education and MQA) is really needed to further discuss

on these challenges in order to foster management professionals in Malaysia.

2. The 3rd Indonesia Council for Nurturing Global Management Professionals Reported by Aisyah Tri Astari, MBA, ABEST21 Staff

Focusing on Nurturing Global Management Professional, the 3rd Indonesia Council was directed by Prof. Dean Sudarso Kaderi Wiryono, the dean of School of Business and Management, Institut Teknologi Bandung.

The council invited two speakers who represent both the educational and the business organizations.

Dr. Kin Tjedrasa from SBM-ITB gave the first presentation on the MBA Education of SBM-ITB, mentioning the importance of developing not only technical skills but also working skills gained through training offered by the school. Moreover, the importance of learning from other people's skills should also be included.

Representing the business organizations, two presentations on the corporate needs for the MBA Education in Indonesia were given by Achmad Sugiarto, Director of Strategic Portfolio Telkom Indonesia, and Dr. Randhy Widyastana, Portfolio Director of MDI Ventures. The presentations

described company needs for the MBA students who can work in Business Development to meet the demand for collaboration of education and industry that is increasing in Indonesia. Corporations primarily need innovators capable of building and competing in the business industry in Indonesia.



3. 第37回マネジメント人材育成協議会の開催について

2020年1月27日、東京、アイビーホールで第37回マネジメント人材育成協議会が開催されました。企業側から北島久嗣氏（ソニー株式会社）、谷川和生氏（三菱ガス化学株式会社）及び長谷川直人氏（東芝ビジネスエキスパート株式会社）の出席、ビジネススクール側から浅羽茂研究科長（早稲田大学）、中里宗敬研究科長（青山学院大学）、原良憲院長（京都大学）、日比谷武特任教授（上智大学）が出席されました。先ず、文部科学省高等教育局専門教育課専門職大学院室の市川裕千室長補佐から経営専門職大学院についての報告がなされ、引き続き京都大学大学院経営管理教育部経営管理専攻（専門職大学院）院長の原良憲教授からの教育プログラムの内容及び今後の改善課題等について報告に基づき種々



意見交換がなされた。次回は早稲田大学ビジネススクールの報告がなされることになりました。

4. Joint Research Project No. 8: a progress report

“Humanizing Management Education for Sustainable Economic Development in Asia-Pacific”

By Coordinator: Prof. Dr. Ming Yu Cheng, Universiti Tunku Abdul Rahman, Malaysia

“Humanizing the School’s Research and Education” is one of the important criteria of ABEST21’s accreditation system for quality improvement. For this purpose, ABEST21 has organized a research team to examine the efforts taken by business schools to incorporate the humanizing aspect into their management education; to identify challenges in the implementation of humanizing efforts; and to investigate key stakeholders’ viewpoints on the importance of humanizing management education.



The project will be conducted in three phases. The research team is currently undertaking Phase 1 activity to analyze the humanizing practices among ABSET21 members. For this purpose, questionnaires were distributed to 55 ABEST21 members selected to participate in the survey. The survey covers schools located in Japan, Indonesia, Thailand Singapore, USA, Russia, China and Malaysia.

The data collection for Phase 1 study started in August 2019 by contacting the Deans or representatives of the selected schools with the request to complete the questionnaire. Depending on the feedback collected, interviews may be arranged to gather additional information. To date, the research team is still in the process of collecting the data as some schools are yet to send their feedback as requested. Cooperation and support from ABEST21 members is highly appreciated in order to complete this exercise successfully.

At the same time, the Coordinator is reviewing the schools’ humanizing initiatives and practices based on the information extracted from the Self-Check Reports submitted by the members for accreditation purposes. The analysis aims to identify trends and best humanizing practices among ABEST21 members.

The preliminary findings of the research project will be shared at the ABEST21 International Symposium 2020 on March 12, 2020 entitled “Humanizing Higher Education for Sustainable Economic Development in Asia-Pacific”.