



# ABEST21 e-News

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ABEST21

THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW,  
a 21<sup>st</sup> century organization

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## ABEST21 Office Report

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June 2014

- 23<sup>th</sup>-- QMC Executive Meeting
- 30<sup>th</sup>-- QMC Executive Meeting

July 2014

- 9<sup>th</sup>-- Visit to Kansai University of International Studies
- 15<sup>th</sup>-- Meeting with Toshiba Corporation on the Case Writing Project
- 17<sup>th</sup>-- The 28<sup>th</sup> meeting of Council for Human Resources Development
- 29<sup>th</sup>-- Meeting with Peer Review Committee Chair Professor Tsubaki
- 30<sup>th</sup>-- Visit to Toshiba Human Resources Development Corporation

## 1. Quality Assurance and Accreditation System -15

### Kaizen for Accreditation

When I visit the business schools in ASEAN countries and explain the concept of ABEST21 assessment for educational quality assurance by using the term "Kaizen", many faculty and administration members agree with this concept. Needless to say, "Kaizen" is a philosophy developed by Toyota Motor Corporation. It is based on the concept of Kiichiro Toyoda, the founder of Toyota Motor, who said: "We make improvement everyday to make better products" ("The Toyota Way 2001", p.7). Since Kaizen is a philosophy for an organization that needs to cope with environmental changes, the idea can also be adapted to a university reform.

In order for a university to perform its mission, it must survive and continue to live in the future. Considering the recent accelerating change in the environment, Kaizen of the university educational programs is a big issue. If a university exists in a "vacuum" isolated from the outside world, where things remain the same, there is no need for Kaizen. However, in the real world our society faces environmental changes. In order for the university management to remain a "Going Concern" in the future, Kaizen is an essential concept. In our accreditation activity, which assures the quality of education, we need to check whether Kaizen is functioning to enhance this quality. For example, the third clause of Article 1 of the Professional Graduate School Establishment Standards in Japan stipulates that "Professional Graduate Schools must make efforts to at least maintain and also enhance the level stipulated in this act." Therefore the accreditation process must include assessment of Kaizen function to enhance the quality of education, apart from assessing whether the educational level meets the standards. Thus, the school's past educational research activities are not enough to assess whether the school qualifies for accreditation or not, because past activities do not ensure the future enhancement of the quality of education.

ABEST21 makes full use of this "Kaizen" concept in accreditation activities, because this concept shares ideas with John R. Common's institutionalism. From 1970 to 1972 and in 1977, I studied Common's Institutionalism and Institutional Economics at the University of Wisconsin-Madison, U.S.A. Professor Kenneth H. Parsons, the last of Common's pupils, who edited Common's "Economics of Collective Action" (1945), was my professor. His kind and thoughtful teaching particularly on Reasonableness of the modern society based on the theories of "Transaction" and "Going Concern", has crystallized into the establishment of quality assurance system for business school education in Asia, heading for institutionalization of new accreditation. The idea of this institutionalism lies at the heart of ABEST21.

When we think of sustainable economic development in Asia, we need to know how management professionals who will support this development are nurtured in the various educational systems in Asia which are, in turn, based on diverse cultures. We are interested in knowing this because business school education is raised by accreditation institutions which assure the quality of education for management professionals. Regrettably, however, an accreditation institution focusing exclusively on Asia did not exist until now. Assessments depended on the western accreditation institutions. In a culturally diverse society, assuring the quality of business school education to nurture management professionals under various educational systems is a challenge toward new institutionalism for quality assurance.

ABEST21 has been challenging this issue for nearly 10 years since 2005. During this period we have practiced accreditation for 22 business schools in Japan, China, Indonesia, Malaysia, and Singapore. We assessed 8 schools in 2013 fiscal year, and for 2014 there are 10 schools at the review stage 1 and 8 schools at the review stage 2. The number of applicants is increasing, because ABEST21 institutionalism and accreditation based on Kaizen philosophy are accepted by the business schools in ASEAN countries. In our accreditation guidance, we request applicants to thoroughly analyze the following items.

- 1) Planning of "Strategies" based on SWOT analysis: Strategies should be aimed at helping the school to move from "how it wants to be" to "how it should be" under environmental changes. Strategies are instruments to realize the "Mission Statement"; they should be developed after analyzing the external factors ("Opportunities" and "Threats") and the corresponding internal factors ("Strengths" and "Weaknesses").
- 2) Spotting the Kaizen issues: Kaizen issues are found through the gap analysis based on accreditation standards for factors "Mission Statement", "Educational Program", "Students", "Faculty", and "Staff and Infrastructure".
- 3) Maintenance of Kaizen process: Clarify the process of PDCA cycle from spotting the Kaizen issues to the preparation of the action plan for solving the problems.
- 4) Inspection of Kaizen: Check whether Kaizen Plan is carried out as planned.

Also, under the changing environment, the school needs to assure its stakeholders that it has the system of providing added value through the education that meets their expectations. Accrediting institutions are responsible for providing such assurance, and this is why ABEST21 accreditation certificate has different grades of educational quality enhancement:

- A: The School's educational and research activities satisfy all or most accreditation standards. The quality maintenance and improvement of education and research are very promising and excellent. The School's educational and research activities satisfy all or most accreditation standards. The quality maintenance and improvement of education and research are very promising and excellent.
- B: The School's educational and research activities generally satisfy the accreditation standards. The quality maintenance and prospects for the improvement of education and research are promising and good.
- C: The School's educational and research activities satisfy the accreditation standards. However, there is room for kaizen in quality maintenance and prospects for the improvement of education and research.

The School's educational and research activities satisfy the accreditation standards. However, there is room for kaizen in quality maintenance and prospects for the improvement of education and research.  
D: The School's educational and research activities fail to satisfy many of the accreditation standards and leave many kaizen issues in quality maintenance and improvement. The School will be reviewed again after examining the result of one-year kaizen report.

Kaizen assessment involves assessment of practicability – the applicant's ability to spot the problems through self-evaluation, to indicate the ways to resolve the problems, and to improve its quality of education on a constant basis. We think this is a "reasonable way of thinking" to promote Kaizen. ABEST21 has put much energy to build a system to assess the enhancement of education quality under diverse Asian cultures and environmental changes. ABEST21 will continue to make effort supported by Common's institutionalism and Toyota's Kaizen philosophy. As we are accepted by more Asian business schools, we aim to become the only international accreditation institution based in Asia. (Fumio Itoh)

## General Information

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### 1) Meeting schedule for March 2015

The following meetings are scheduled:

- 1) Wednesday, March 4, 2015: Peer Review Committee
- 2) Thursday, March 5, 2015: Accreditation Committee
- 3) Friday, March 6, 2015: General Assembly and 10th Anniversary International Symposium at Waseda University, Building no. 11 Hall

### 2) 10th Anniversary International Symposium

By courtesy of Waseda University, ABEST21 will hold General Assembly and the 10th Anniversary International Symposium at Waseda University Building no. 11 Hall on Friday, March 6, 2015. The symposium will include keynote speech and panel discussion on the ideal quality assurance of education at Asian business schools aiming to nurture management professionals. ABEST21 was founded on July 1, 2005 with 16 business schools who took part in the establishment meeting held at Aoyama Gakuin University. As of July 2014, ABEST21 has developed into an organization with 81 members from 20 countries, mainly Asia.



We have already accredited 22 business schools. The symposium will be held with the kind support of Professor Tatsuyuki Negoro, Director of Waseda Business School. We welcome you to participate in this international symposium. Details of the symposium will be published on ABEST21 website.

## 2. Research Information

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### 1) Case Writing Project

As a part of the teaching materials' development in 2005, ABEST21 prepared 30 materials for its member schools. The materials were developed in 6 countries, China, Korea, Japan, Russia, Singapore, and U.S.A., and covered the fields of Management, Finance, Marketing, Accounting, and Operations and Information Systems. 10 of the 30 teaching materials (cases) were published in 2006 as "ABEST21-Review". Since it precedes the development of Case Writing Project-Fuji Xerox CSR, we have distinguished the previous Joint Research Project and the Case Writing Project as follows.

Case Writing Project-1: "ABEST21-Review", 2006  
Case Writing Project-2: "ABEST21 Fuji Xerox CSR", 2014 (scheduled)

**2) Case Writing Project-3 "Toshiba Corporate Governance"**

In March 2014, The Nikkei published a series of "My History" articles that featured Mr. Tadashi Okamura (Adviser to Toshiba Corporation). In vol. 20 "Corporate Governance" of this memoirs, Mr. Okamura wrote that upon revision of the Commercial Law in April 2003, "Toshiba shifted to committee-system company as one of the pioneers" in order to promote acceptance of foreign investors in the globalizing stock market. With the permission of Mr. Okamura, ABEST21 will develop a case on Toshiba's corporate governance at this time. In order to "prepare educational research environment to meet globalization needs" for enhancement of Asian business school education quality, development of teaching materials is essential. With the kind support of Toshiba Corporation and Mr. Okamura, Adviser to Toshiba Corporation, we decided to launch Case Writing Project-3 "Toshiba Corporate Governance". Development schedule is from November 2014 to March 2016.

**3) Case Writing Project-4 "Sony Employer Branding"**

The term "brand" expresses the image of the company in the eyes of the consumers. The brand value or "Brand Equity" is internationally ranked by a company called Interbrand. It has become important for companies that seek excellent employees to consider "Employer Branding" because it informs job applicants how attractive the company is as a work place. Western companies have specific strategies for employer branding. Employer branding is also ranked by companies such as Radstad or Universum. With the kind support of Sony Corporation, ABEST21 will conduct research on "Employer Branding" strategies which aim to secure excellent global human resources. Case Writing Project-4 "Sony Employer Branding" will be launched in November 2014.

**3. Global Knowledge Network Information**

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**1) 10th Anniversary International Symposium**

2015 will mark the 10th anniversary of ABEST21, and the 20th anniversary of "Global Classroom International Conference" which is the origin of ABEST21. It was at the Global Knowledge Network 2004 held in Hakone on June 28, 2004 that the name ABEST21 (THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW, a 21st century organization) was adopted, and it was decided that ABEST21 will become an accreditation institution. Commemorating the 10th anniversary, we would like to hold a "Meeting to discuss the prospects for the next 10 years" back in Hakone. In July 2015, a ceremony in Tokyo and "Meeting to discuss the prospects for the next 10 years" in Hakone are planned. The picture shows participants of Hakone meeting on June 28, 2004.

**4. Quality Assurance Information**

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**1) Kaizen of review method for Accreditation Plan**

Review of Accreditation Plan is the first step for quality assurance. We have organized Peer Review Team to conduct a Desk Review. However, we came to a conclusion that it is better to have the School present the Accreditation Plan at the Peer Review Committee, in order to enhance organizational response by the school. We believe that this new system will enhance the awareness of the applicant school and increase the commitment of all its members to the accreditation.

## 2) Status of accreditation for 2014 fiscal year

ABEST21 was certified by the Ministry of Education, Culture, Sports, Science and Technology as an accreditation institution for business school education on October 12, 2007. During the past 6,5 years the number of applicants has increased as shown below. We have more applicants from overseas.

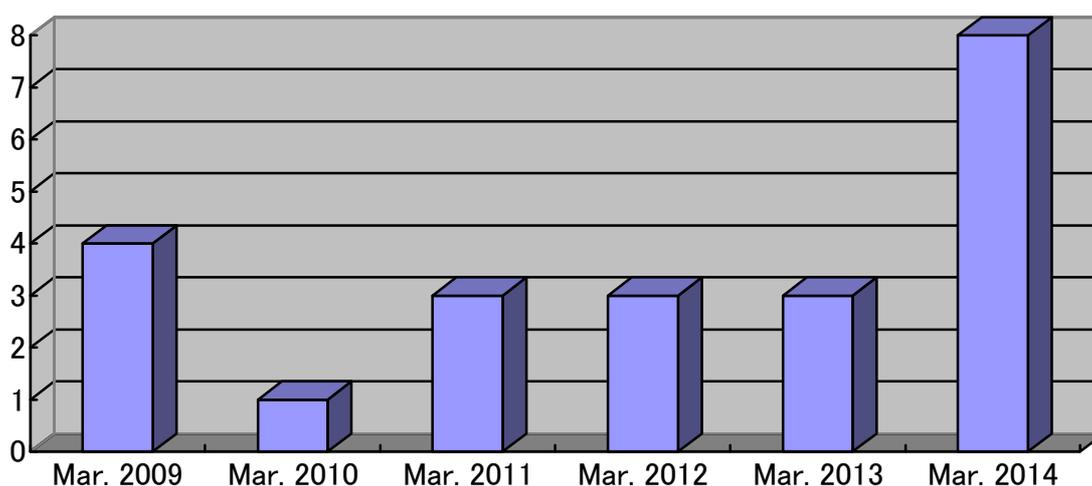
	2007	2008	2009	2010	2011	2012	2013	2014
Total Applicants	4	1	3	3	3	8	8	12
Of which: Japan	4	1	2	1	1	4	2	2
Overseas	0	0	1	2	2	4	6	10

## 3) Number of accredited schools

During the 6,5 years ABEST21 has conducted quality assurance for the following 22 business schools in the world. The number of accredited schools by country is as follows.

Accredited schools by country

	China	Indonesia	Japan	Malaysia	Singapore	Total
Initial Accreditation	1	4	9	3	1	18
Maintenance Accreditation	-	-	4	-	-	4



As for accreditation in Japan, the target of ABEST21 is limited to professional graduate schools in the fields of business and MOT. As of July 2014 we have assessed the following 9 business schools out of total 33 business schools and MOT schools in Japan.

- Graduate School of International Management, Aoyama Gakuin University
- Graduate School International Corporate Strategy, Hitotsubashi University
- Institute of Business and Accounting, Kwansai Gakuin University
- Graduate School of Management, Kyoto University
- Graduate School of Business Administration, Kobe University
- Graduate School of Business Administration, Nanzan University
- SBI Graduate School of Management, SBI University
- MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba
- Waseda Business School, Graduate School of Commerce, Waseda University.

Accredited business schools overseas are as follows.

China

- School of Business Administration, Northeastern University, China

Indonesia

- Master Programs in Accounting and Management, Faculty of Economics and Business, Universitas Brawijaya, Indonesia
- Magister of Management Program, Faculty of Economics and Business, Universitas Indonesia, Indonesia
- Master of Business Administration, School of Business and Management, Institut Teknologi Bandung, Indonesia
- Faculty of Economics and Business, Universitas Padjadjaran, Indonesia

Malaysia

- MBA Program, Faculty of Business Management and Professional Studies, Management & Science University, Malaysia
- Graduate School of Management, International Islamic University Malaysia
- Graduate School of Business, Universiti Sains Malaysia, Malaysia

Singapore

- Global Masters in Business Administration, SP Jain School of Global Management, Singapore.

#### **4) Review method for Self-Evaluation Report**

In 2014 fiscal year, the following 8 schools will submit their Self-Evaluation Reports. The review process is as follows.

- a. Desk Review by the Peer Review Team (PRT)
- b. Review of Desk Review Report by the Peer Review Committee
- c. On-site Interview by the PRT for "Successful" Desk Review Report
- d. Ratification of Final PRT Review Report by the Peer Review Committee
- e. Review of Accreditation Review Report by the Accreditation Committee
- f. Ratification of Recommendation of the Accreditation Committee by ABEST21 Board

In 2014, Self-Evaluation Report will be submitted by the following business schools.

Japan

- Graduate School of Innovation and Technology Management, Yamaguchi University
- Institute of Business and Accounting, Kwansai Gakuin University

Indonesia

- Faculty of Economics and Business, Universitas Diponegoro, Indonesia

Malaysia

- Arshad Ayub Graduate Business School, Universiti Teknologi MARA, Malaysia
- Graduate School of Business, Universiti Kebangsaan Malaysia, Malaysia
- Yayasan Putra Business School, Universiti Putra Malaysia, Malaysia
- Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, Malaysia

Thailand

- Faculty of Business, Economics and Communication, Naresuan University, Thailand

#### **5) Review of Kaizen Report**

For the quality assurance of education, ABEST21 requests accredited schools to submit a Kaizen Report every year for 3 years after being accredited. The Report should include the progress on solving Kaizen issues indicated in the Self-Evaluation Report (SER). Until 2013 fiscal year, Kaizen Report was reviewed

by PRT members who reviewed the SER. Effective 2014, PRT shall consist of 2 members who will practice desk review and interviews on the Kaizen Report and submit PRT Review Report to the Peer Review Committee.

### **6) Accreditation for Management of Technology (MOT)**

Until present, the scope of accreditation by ABEST21 had been business school education. Following a discussion over the past year and based on our knowledge and experience, we decided to start accreditation activities for MOT effective 2014 fiscal year. We will start accepting applications from MOT schools and conduct reviews.

### **7) Peer Review for Business Economics**

In Asian countries, business and / or management education can be provided through various organizational forms. For example, management education can be offered by an independent graduate school without an undergraduate school, or by an organization where undergraduate and graduate programs are integrated organically. In the latter case, sometimes management education is provided by a single department, or through a multi-department form combined with economics and accounting. There are organizations where departments are not vertically separated but are cross-sectional, and graduate schools nurture both young researchers and highly skilled professionals.

Considering the background where management education research is required to solve the complicated global economy and business issues which arise due to globalization, ABEST21 has discussed the Peer Review for such organizations at the Peer Review Committee and the General Assembly. As a result we decided to conduct Peer Review for "Business Economics" on condition that the education offered by this Business Economics is mutually conducted with management education by a graduate school belonging to the same organization. This review is beyond the scope of "Accreditation" stipulated by the Japanese School Act Article 109, Clause 2.

### **8) Term of validity for "Accreditation Eligibility" and "Accreditation Plan"**

The main processes of ABEST21 Accreditation are: obtain "Accreditation Eligibility", submit the "Accreditation Plan", be certified as a result of "Self-Evaluation Report" review, and submit "Kaizen Report" for 3 years after accreditation for inspection. The term of validity of accreditation is 5 years. We must now consider the term of validity for "Accreditation Eligibility" and "Accreditation Plan", otherwise the data in the "Self-Evaluation Report" may become inconsistent with the data in the "Accreditation Eligibility" and "Accreditation Plan". This issue will be discussed at the Peer Review Committee scheduled in November 2014.

## **5. Membership Information**

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### **1) New members joining ABEST21 in the first half of 2014 fiscal year**

We welcome the following new members approved by the Membership Committee in the first half of 2014.

A - Full School Members

Malaysia

- Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia  
Dean, Dr. Mohd Ridzuan Darun

Indonesia

- Faculty of Economics and Business, Universitas Airlangga, Surabaya, Indonesia  
Head of the Business School, Dr. Muslich Anshori

- PPM School of Management, Jakarta, Indonesia  
Dean, Martinus Sulistyono Rusli, Ph.D.
  - Faculty of Economics and Business, Telkom University, Bandung, Indonesia  
Dean, Dr., Dodie Tricahyono
- B - Associate School Members
- Kansai University of International Studies, Miki City, Hyogo Prefecture  
President Atsushi Hamana

## 6. Local News

### 1) Graduate School of Business Administration, Kobe University

In 1989, 15 years before the introduction of Professional Graduate School System, the Graduate School of Business Administration at Kobe University started its full-scale MBA program for working people. The pioneer program was designed to provide advanced management education for businesspersons based on academic graduate school education. In the past 25 years, the school has produced 1,152 MBA holders as of March 2014. The foundation of the MBA program is the "Project System", where students analyze their own specific issues in business and aim to construct theory for practice. For effective study, the program consists of various professional curricula. In 2008 an 18-month course was introduced for Saturday class. For the convenience of students, classes are also given on Friday evenings in Osaka City. In March 2014 the MBA program was certified as "Excellent" by ABEST21 Accreditation for business schools. In particular, "Research-based MBA Education" was highly evaluated.



Dean of the School is Professor Katsuhiko Kokubu, who obtained doctoral degree in Business Administration from Graduate School of Business, Osaka City University, in 1990. Since 1990 he worked at the Faculty of Business of Osaka City University as a research associate, lecturer, and associate professor. In 1995 he became an associate professor at the School of Business Administration of Kobe University. In 2001 he became a professor at the Graduate School of Business Administration, and was elected as the Dean in 2014. He specializes in Social and Environmental Accounting and also Environmental Management. His books include "Material Flow Cost Accounting" (Nikkei Publishing Inc.) and "Theory and Practice of Environmental Management Innovation" (Chuokeizai-sha Inc.) He chairs Japan MFCA Forum, ISO/TC207/WG8 (MFCA), etc.

### 2) Faculty of Business Administration, Chiang Mai University, Thailand

Prof. Siriwut Buranapin has served as the Dean of the Faculty of Business Administration, Chiang Mai University, since October 2012. He achieved his DBA in Organizational Behavior from Boston University, MS (Management) from Sloan MIT. He was appointed to serve in the Advisory Board of Minister of Commerce. Now he also serves on the Board of Directors, and as a Chairman of Independent Board of Financial Companies listed on the Stock Exchange of Thailand. He is also nominated by the Minister of Education to serve as a member of the Board of Trustees at various universities. Recently, he was voted by the Meeting of CMU Deans to sit in the University Council.



## School Profile

Commencing as a department in the Faculty of Social Sciences in 1965, the Faculty of Business Administration (FBA), Chiang Mai University, was formally founded in 1992. FBA has long stood as the most competitive business school in Thailand with the acceptance rate of approximately 1:60 for undergraduate level, 1:10 for Master's degrees. The school hosts 4 disciplinary departments: Accounting, Finance and Banking, Marketing, and Management, offering BBA, BAcc, MAcc, MBA, Executive MBA, MBA (Marketing), MS (Finance & Banking), and Ph.D.

With 48 full-time lecturers and 57 supporting staff, FBA produces socially conscious students who possess practical knowledge, as well as provides ethical guidance and managerial excellence for business communities. Such mission takes the School and its students into the 21st century teaching and learning that suit the rapidly changing world. FBA's Career Success Center (CSC) also serves as the national role model for personal growth development. CSC inculcates, develops and promotes knowledge, skills, attitudes and conscience that ensure that students and alumni become successful and well-rounded persons. The Center helps its clients grow and excel in their careers through obtaining personal mastery, being deeply inspired, committing to passion, being equipped with the right attitude and conscience for growth, being internally driven for continuous self-development.

FBA's faculty members and students conduct not only academic research but also applied research for the business community. Two professional centers, namely Management Innovation Center (MIC) and Business Warning Center (BWC), were established to serve as research and consulting providers for both public and private sectors, especially for the SMEs in the northern region of Thailand. Business Confidence Index is one of the nationally-recognized information sources, published quarterly.

FBA is in a continuous search for international excellence and is moving towards the global accreditation such as ABEST21 and AACSB. Besides, as the second business school in Thailand to become a member of the UN Principles for Responsible Management Education (PRME), FBA engages in universal values for corporate sustainability and social responsibility.

Starting from 2015, FBA invites all ABEST21 members to join its 50th anniversary celebration. The School looks forward to building more international collaboration and enhancing its global visibility.

### **3) Master of Management Program of Satya Wacana Christian University, Indonesia**

Master of Management Program of Satya Wacana Christian University was opened based on the decree of DIKTI DEPDIKNAS (Directorate of College National Education Department) No. 118/DIKTI/Kep/2000. Its vision and mission are as follows.

#### **MM SWCU Vision**

Become a leading educational institute in forming a professional manager with global perspective and high creativity.

#### **MM SWCU Mission**

- a. Implementing the full commitment to quality educational services and teaching in the field of management.
- b. Encouraging and developing creative-realistic thinking attitude.
- c. Promoting the creation of leaders that have the insightful managerial capability and integrity.
- d. Promoting the discovery and dissemination of knowledge in the field of management based on the research results.

The Head of Master of Management Program of Satya Wacana Christian University is Professor Christantius Dwiatmadja, Ph.D. He has become The Head of Master of Management Program of Satya Wacana Christian University since 2006. He got his Ph.D. in HRM in the University of Groningen,



Holland.

Master of Management Program of Satya Wacana Christian University was given Accreditation 'A' by The College National Accreditation Board (BAN – PT) of National Education Department of Indonesia. It is one of many proofs that Master of Management Postgraduate Program of Satya Wacana Christian University fosters the teaching and learning process based on continuous improvement to be a reliable educational institution which can develop creative professional managers with a global perspective.

MM provides full-time and flex-time master programs. Full-time programs are aimed at the fresh graduates, while flex-time programs are designed for the people who are already employed.

Master of Management students at Satya Wacana Christian University represent the best of the graduate market. The variety of ethnic groups, study disciplines, experiences and cultures not only broadens perspectives and enhances class debate and discussion, but ultimately provides our students with a close-knit, internationally diverse professional network. The aims of this program are reflected in specific competencies that are called CREATIVE. CREATIVE stands for Comprehensive, Relationship, Enthusiastic, Academically excellent, Truthfulness, Innovative, Visioner, Enteprenuership.

Supported by the qualified professors, Master of Management Postgraduate Program of Satya Wacana Christian University has five concentrations: Human Resource Management, International Management, Marketing Management, Financial Management and Church Management.

#### **Faculty of the Master of Management Program of Satya Wacana Christian University**

No.	Name of lecturers	Position	Latest Education
1.	Prof. John J.O.I. Ihalauw, Ph.D	Professor of Marketing Management	IOWA State University – USA
2.	Prof. Hendrawan Supratikno, MBA, Ph.D	Professor of Strategic Management	Vrije Universiteit – Amsterdam, Holland
3.	Prof. Christantius Dwi Atmadja, SE., ME., Ph.D	Professor of Human Resource Management	University of Groningen, Holland
4.	Prof. Supramono, SE., MBA, DBA	Professor of Finance Management	De La Salle University- Manila, The Philippines
5.	Prof. Dr. Ir. Sony Heru Priyanto, MM	Professor of Agriculture Management	Brawijaya University – Malang, Indonesia
6.	Prof. Daniel D. Kameo, MA, Ph.D	Professor of Development Management	University of New England, Australia
7.	Prof. Dr. Ir. Kutut Suwondo, M.S.	Professor of Social Politics	The University of Amsterdam, Holland
8.	Prof. Sutriyono, M.Sc., Ph.D	Professor of Statistics	University of Malaya – Kuala Lumpur, Malaysia
9.	Hari Sunarto, SE., MBA, Ph.D	Finance	Vrije Universiteit – Amsterdam, Holland
10.	Harijono, SE., MAF., MCom (Hons), Ph.D	Finance	Monash University, Australia
11.	Prof. Ir. Daniel Manongga, M.Sc., Ph.D	Informatics	Univeristy of East Anglia, England
12.	Ir. Lieli Suharti, MM., Ph.D	Strategic Management	University of Putra Malaysia
13.	Marwata, SE., M.Sc., Akt., Ph.D	Accounting	Monash University, Australia
14.	Rooskities Andadari, SE., MBA, Ph.D	Marketing	Vrije Universiteit – Amsterdam, Holland
15.	Prof. Dr. Ir. Eko Sedyono, M.Com.	Informatics	Universitas Indonesia – Jakarta, Indonesia
16.	Dr. Muana Nanga, SE., M.Sc	Development Economics	Institut Pertanian Bogor, Bogor, Indonesia
17.	Dr. Jony Oktavian Haryono, SE., MM	Marketing	Universitas Indonesia – Jakarta, Indonesia

18.	Dr. Sri Sulandjari SE., M.Sc	Production	Institut Teknologi Bandung – Bandung, Indonesia
19.	Dr. Suzi Novianti SE., MMAkt	Accounting	Universitas Diponegoro – Semarang, Indonesia