



# ABEST21 e-News

No.75, April 2015

ABEST21

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

URL: <http://www.abest21.org> TEL. 03-3498-6220 E-Mail: [ABEST21@abest21.org](mailto:ABEST21@abest21.org)  
Editor: Fumio Itoh

## ABEST21 Office Report

=====

April 2015

- 04<sup>th</sup> -- Visit to Universitas Hasanuddin at Makassar, Indonesia
- 06<sup>th</sup> -- Visit to Universitas Sam Ratulangi, Manado, Indonesia
- 07<sup>th</sup> -- Seminar held at Universitas Brawijaya, Malang, Indonesia
- 09<sup>th</sup> -- Seminar held at Management & Science University, Kuala Lumpur, Malaysia
- 09<sup>th</sup> -- Visit to Malaysia Qualifications Agency in Kuala Lumpur, Malaysia
- 23<sup>rd</sup> -- Meeting on "Toshiba Case Writing Project" at Toshiba Human Resources Development Corporation in Shin-Yokohama
- 23<sup>rd</sup> -- Seminar held at ABEST21 office in Tokyo
- 24<sup>th</sup> -- Meeting of Field-specific Accrediting Agency Network Organization held at ABEST21 office in Tokyo

## 1. Quality Assurance and Accreditation System -22

=====

### Business School Learning Outcome and Education Quality Assurance

The purpose of a business school is to cultivate a deep knowledge and outstanding ability to take responsibility as a highly specialized professional. Therefore the educational outcome can be defined as the ability to utilize the knowledge and skills obtained through an MBA program at the companies and organizations. However, the capacities of MBA holders are not identical. Since students are not "products", they are not raised under quality control. Also, due to various working environments, there is no guarantee that their capacities are utilized. For instance, a company sends an employee to a foreign business school. When the employee finishes the program and returns to work, there is no guarantee that the person is assigned to an appropriate position to utilize the knowledge and skills obtained at the business school. Therefore it is difficult to measure the outcome.

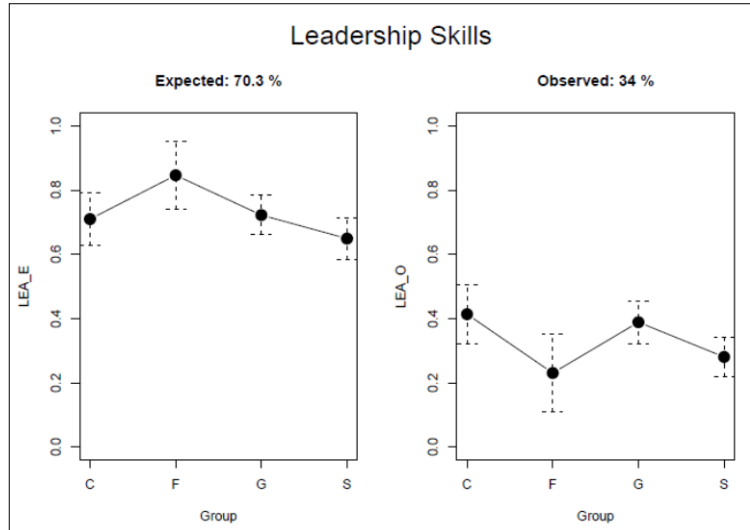
ABEST21 has conducted the following research projects to look into the outcome of business school education.

- 1) "Improving Quality of Management Education"-Company Needs for Management Education in Business Schools in Asian-Pacific Countries, ABEST21, 2008 (ISBN 978-5-903148-31-8)  
This international research project on company needs for management education was carried out by 7 universities from 7 countries. One of the findings of this project was a significant gap between the companies' expectations of the MBA students on "managerial strategic thinking" and the companies' observed value of MBA holders' "managerial strategic thinking". This indicates that while companies'

expectations of the MBA education on nurturing “managerial strategic thinking” are high, the actual “managerial strategic thinking” ability of the MBA holders is very low. In the research which followed this project, it became clear that there are problems in the present educational system of the business schools with nourishing “managerial strategic thinking”.

2) “Competencies of Management Professionals”, ABEST21, 2010 (ISBN 978-4-905204-00-8)

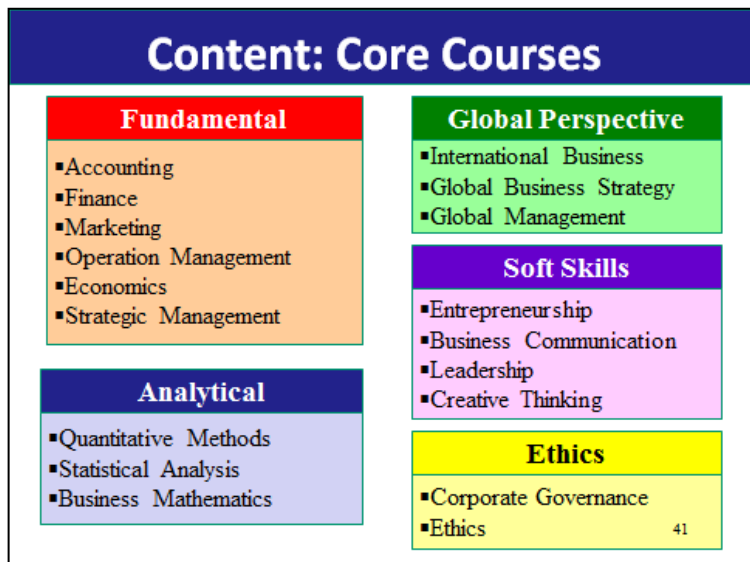
13 universities from 8 countries took part in this research to find out what competencies are called for in “Nurturing of management professionals”, a basic aim of a business school education. In the survey, the majority of the companies responded that they expect MBA holders to have “leadership skills”, “problem-solving ability”, “decision-making”, “strategic thinking”, “quantitative ability”, and “analytical thinking”. The charts show the answers for “leadership skills”. There is a big gap between the Faculties



(F)’s expectations for MBA students shown in the left chart and the observed value of MBA holders shown in the right chart. We can read from here that since MBA holders are seen to lack “leadership skills”, the expectations toward MBA students are high. In the chart, “C” stands for Corporations, “F” for Faculties, “G” for Graduates and “S” for Students.

3) “Enhancing the Quality of Business Management Education in a Globalized World”, ABEST21, 2012 (ISBN 978-4-905204-01-5)

The research focuses on the best curricula and teaching methods to nurture abilities required for management professionals. The results of the previous research project on the “Competencies of Management Professionals” were used as a base for this research. As a result of this research, the necessary courses are grouped into Fundamental, Analytical, Global Perspective, Soft Skills, and Ethics.



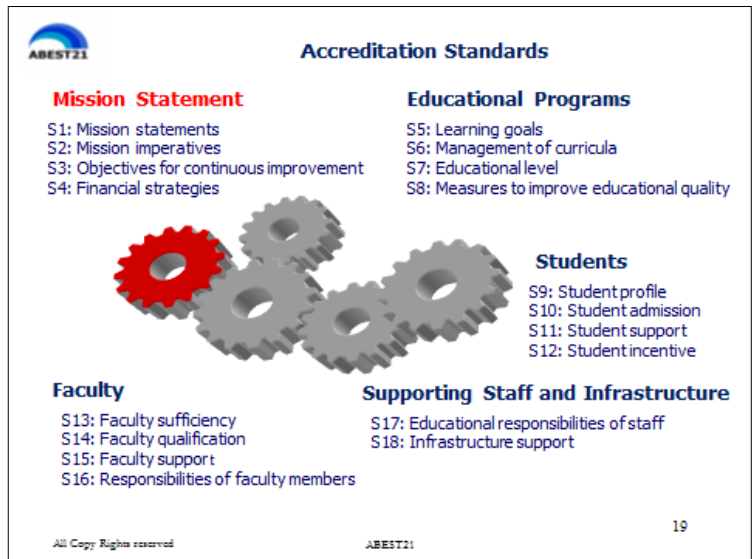
Through these series of research projects, ABEST21 needs to check the effectiveness of the MBA education

system to produce “management competencies”, which is the outcome of the business schools and the comprehensive name for “leadership skills”, “problem-solving ability”, “decision-making”, “strategic thinking”, “quantitative ability”, and “analytical thinking” expected from the MBA holders by the majority of the companies that responded to the survey.

Therefore business schools need to spot their problems in order to improve the quality of education through self-evaluation of MBA education system. Moreover, schools need to examine the system of

observing the competencies of the alumni as well as PDCA cycle for Kaizen, to build an integral educational system. ABEST21 is responsible for verifying such analysis done by the business schools and assuring stakeholders of the outcomes of the business education.

For this purpose, ABEST21 will make sure that the character of personnel to be nurtured at a school is clearly stated in the “Mission Statement”, and check if the aim is placed in the center of the educational system of the school. As we all know, a system is a group of elements related to each other. So it is important to check that



the following elements are interlinked within a system to produce the promised outcome, based on the below standards: “Mission Statement” as the core, “Educational Programs”, “Faculty”, “Students”, and “Supporting Staff and Infrastructure”.

- Clarification of the “Mission Statement” (Standard 1)
- Clarification of learning goals (Standard 5)
- Systematic management of curricula (Standard 6)
- Clarification of educational level to achieve the learning goals (Standard 7)
- Organizational measures to improve the educational quality (Standard 8)
- Clarification of student profile for the educational program (Standard 9)
- Faculty sufficiency (Standard 13)
- Appointment of qualified faculty members (Standard 14), and
- Infrastructure support (Standard 18).

Self-evaluation on these points is important.

ABEST21 will check the self-evaluations of the business schools. In addition, it is the role of ABEST21 to advise the schools that it is essential to develop a system to collect opinions of the stakeholders in order to observe the competencies of the MBA holders, as well as a system to solve Kaizen issues promptly. (Fumio Itoh, President)

## 2. General Information

### 1) 10th Anniversary Program

As already announced in the invitation letter, ABEST21 will hold a ceremony at the Hotel New Otani and a reception at Hotel Mt. Fuji to commemorate the 10th anniversary. The program is as follows.

- On Day 1 (July 6), there is a seminar at “Toshiba Science Museum” to learn about product development based on cutting-edge technology.
- On Day 2 (July 7), the ceremony at the Hotel New Otani will include an opening speech, granting of accreditation certificates, new/honorary membership certificates, good practice awards, guest speeches, talk on the past and future of ABEST21, and closing remarks. In the afternoon, we will move from Tokyo to Lake Yamanaka and hold a reception at Hotel Mt. Fuji to exchange opinions on the past and future of ABEST21.
- On Day 3 (July 8) is a bus trip to Mt. Fuji, the world heritage. We will enjoy a walk and then return to

Tokyo.

Since many members from the ASEAN Countries will join this ceremonial program which is held during the Ramadan period, we would like to ask for participants' kind understanding on some of the arrangements.

## 2) New Executive Committee

Elections of the President and Vice Presidents were covered in our previous eNews. The members of the Executive Committee for fiscal 2015 as below are ready to work on the issues we will face in the next decade.

- Fumio Itoh (ABEST21, Japan)
- Ilker Baybars (Carnegie Mellon University, USA)
- Oleg Vikhanskiy (Lomonosov Moscow State University, Russia)
- Robert Sullivan (University of California San Diego, USA)
- Lu Xiongwen (Fudan University, China)
- Candra Fajri Ananda (Universitas Brawijaya, Indonesia)
- Ming Yu Cheng (Universiti Tunku Abdul Rahman, Malaysia)

## 3) Visit to MQA

On April 9, President Itoh paid a visit to the Malaysia Qualifications Agency (MQA) with President Professor Dato' Wira Mohd Shukri ab Yajid and Dean Professor Dr. Ali Khatibi of Management & Science University, Malaysia. Upon meeting the new CEO Dato' Prof. Dr. Rujhan bin Mustafa (photo: second from the right) the ABEST21 members explained the educational quality assurance and accreditation activities for Malaysian business schools. Accreditation for the following 4 schools in March 2015 has been reported:



- Arshad Ayub Graduate Business School, Universiti Teknologi MARA (UiTM)
- Graduate School of Business, Universiti Kebangsaan Malaysia (UKM)
- Putra Business School, Universiti Putra Malaysia (UPM)
- Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia (UUM).

## 4) Visit to Universitas Hasanuddin

On April 5, President Itoh paid a visit to Universitas Hasanuddin, a national university in Indonesia, based in Makassar, Sulawesi. Orientation on ABEST21 Accreditation Plan was provided to Dean Prof. Dr. Gagaring Pagalung, CA (left in the front row) and the Accreditation Task Team. Hasanuddin University is one of the largest universities in Indonesia with 31.000 students in 14 faculties. Founded in 1948, it is also considered to be the oldest faculty of Economics in Indonesia.



### Visit to Universitas Sam Ratulangi

On April 6, President Itoh paid a visit to Universitas Sam Ratulangi, a national university in Indonesia, based in Manado, Sulawesi. Upon meeting President Prof. Dr. Ir. Ellen J. Kumaat, MSc, DEA (middle in the photo) and Dean David Paul Saerang (right in the photo), we discussed the importance of business school education in nurturing management professionals who will contribute to the sustainable economic growth of Indonesia in future. ABEST21's mission to assure the quality of management education the stakeholders was also explained.



### 3. Quality Assurance Information

#### 1) Granting of Accreditation Certificates for 2014

Accreditation certificates will be presented to the following accredited schools on July 7, 2015, during the ABEST21 10<sup>th</sup> Anniversary Ceremony to be held at Hotel New Otani. There are 8 schools in total, 1 from Indonesia, 2 from Japan, 4 from Malaysia, and 1 from Thailand.

Accredited schools:

- 1) Faculty of Economics and Business, Universitas Diponegoro, Indonesia
- 2) Graduate School of Innovation & Technology Management, Yamaguchi University, Japan
- 3) Institute of Business and Accounting, Kwansai Gakuin University, Japan
- 4) Arshad Ayub Graduate Business School, Universiti Teknologi MARA, Malaysia
- 5) Graduate School of Business, Universiti Kebangsaan Malaysia, Malaysia
- 6) Putra Business School, Universiti Putra Malaysia, Malaysia
- 7) Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, Malaysia
- 8) Faculty of Business, Economics and Communications, Naresuan University, Thailand.

#### 2) Accreditation Seminars

Accreditation seminars on assurance of management education quality for the first half of fiscal 2015 were held in Indonesia, Malaysia, and Japan. As a part of the orientation, partial amendment of the accreditation system regarding Kaizen issues based on the process of review in 2014 was explained.

#### 3) Malang Seminar in Indonesia

On April 7, the seminar was held at Universitas Brawijaya in Malang, chaired by Dean Candra Fajri Ananda, for business schools planning to submit the Accreditation Plan/Self-Evaluation Report in 2015.

Since many schools will enter into the second stage of accreditation in 2015, the seminar had many participants. The seminar included an explanation on the new analysis required starting 2015, and the relationship between Globalizing the School's Management Education and Humanizing the School's Management Education.



#### 4) Kuala Lumpur Seminar in Malaysia

On April 9, the seminar was held at the Central Campus of Management & Science University in Kuala Lumpur, chaired by Director AAhad Osman-Gani of IIUM, for business schools planning to submit the Accreditation Plan/Self-Evaluation Report in 2015.

Since many schools will enter into the second stage of accreditation in 2015, the seminar had many participants. The seminar included an explanation on the new analysis required starting 2015, and the relationship between Globalizing the School's Management Education and Humanizing the School's Management Education.



#### 5) Tokyo Seminar in Japan

On April 23, the seminar was held at ABEST21 office for the 2 schools planning to obtain maintenance accreditation, which is basically an update of the initial accreditation. It was explained that maintenance accreditation starts before the expiry of the 5-year term of validity for the initial accreditation, and that the schools are requested to report their performance on the Kaizen issues analyzed in the Self-Evaluation Report and the new issues found during the implementation of the Action Plans.

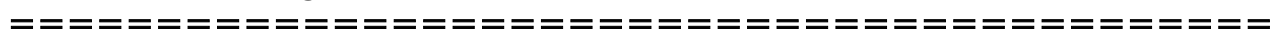
#### 6) Deadline for Accreditation in 2015

The due date for Self-Evaluation Report is the end of June, and for Accreditation Plan is the end of August.

#### 7) Meeting of Field-specific Accrediting Agency Network Organization

On April 24, the 4<sup>th</sup> meeting of the Field-specific Accrediting Agency Network Organization was held at ABEST21 office. The meeting participants were Ms. Akiko Imaizumi, Attorney and General Manager of the Law School Evaluation Department, Japan Law Foundation, Attorney Mr. Souya Honda, Professor Takashi Hashimoto of Japan Institute of International Accounting Education, Mr. Morito Hata, Unit Chief, Office for Professional Graduate School, Technical Education Division, Higher Education Bureau, MEXT, and President Itoh. Opinions and information were exchanged concerning accreditation results in 2014 for professional graduate schools of law, accounting, and business.

### 4. Global Knowledge Network Information



#### 1) New Coordinator for Indonesia Committee

Following the end of the one-year term of coordinator Dean Candra Fajiri Ananda of the Indonesia Committee, Dean Ari Kuncoro, Faculty of Economics and Business, Universitas Indonesia was inaugurated as the new coordinator. The term is from June 1, 2015 to May 31, 2016. Dr. Ari Kuncoro graduated from Universitas Indonesia in 1986, continued his graduate education at the University of Minnesota in the field of development economics and graduated in 1990. In 1994 he completed his doctoral education at Brown University. He is an expert in the field of monetary economics.



## 2) New Coordinator for Malaysia Committee

Following the end of the one-year term of coordinator Director AAhad Osman-Gani of the Malaysia Committee, Dean Sofri Yahya, Graduate School of Business, Universiti Sains Malaysia, was inaugurated as the new coordinator. The term is from June 1, 2015 to May 31, 2016. Dean Sofri Yahya received his bachelor's degree with a major in Accounting from Eastern Michigan University, and his master's and PhD degrees in Accounting and Management from University of Southampton, United Kingdom. Immediately upon graduation in 1988, he started his career in a company for managing the accounts, budgeting, and financial control. In 1990, he worked as a tax accountant in an accounting firm, then joined USM in 1998, initially working for the School of Management before moving on to the Graduate School of Business in 2008, where he teaches Business Strategy and Accounting.



## 5. Membership Information

=====

### 1) Faculty of Economics and Business University of Lampung, Bandar Lampung, Indonesia

University of Lampung (hereinafter called Unila) was founded and initiated by the local community of Lampung District in early 1960's. In its commencement, Unila was established as two faculties. Faculty of Economics and Faculty of Law are representatives of the University of Sriwijaya (Unsri) Palembang in Lampung province.



Dean Prof. Satria Bangsawan

In 1965 Unila was formally launched as a state university based on the Decree of the Ministry of Higher Education in Indonesia No. 195/1965,

strengthened by the Decree of the President of the Republic of Indonesia No. 73/1966. Therefore, 1965 was decided as the founding year and September 23<sup>rd</sup> – as the anniversary date of the University of Lampung.

Since then, the University has developed progressively. At present, it has eight faculties: Economics and Business, Law, Education, Agriculture, Engineering, Social and Political Sciences, Mathematics and Natural Sciences, and Medical Science. In all faculties, there are 2 Doctoral Programs, 30 Master Degree Programs, 47 Bachelor Programs, and 26 Diploma programs. The current enrollment is over 21.000 students. Doctoral Program is a new initiative, so the student enrollment is still in progress.

The University has an integrated campus in an area of 63,5 hectares in Bandar Lampung. The physical facilities consist of the administration buildings (15,157 m<sup>2</sup>), classrooms (17,977 m<sup>2</sup>), laboratories/workshops/studios (15,047 m<sup>2</sup>), faculty offices (8,172 m<sup>2</sup>), and libraries (5,692 m<sup>2</sup>). University of Lampung is very concerned about the green campus model and maintains a very green environment around the campus.

Faculty of Economics and Business, along with the Faculty of Law, was established in 1960. Both of these faculties were a branch of University of Sriwijaya in Lampung and coordinated by Mr. Zainal

Abidin Pagar Alam, who was also the mayor of Kota Praja, Teluk Betung. A Secretary of Coordinator Faculty of Economics was Mr. Nadirsyah Zaini, MA. Head of the Secretariat and temporary officials was Mr. Hilman Hadikusuma and Deputy Secretary was Mr. Alhusniduki Hamim.

The Faculty of Economics of the University of Lampung was established officially by the Decree of Minister of Higher Education and Science No. 195 in September 23<sup>rd</sup>, 1965. In 2013 the Faculty of Economics was reformed into the Faculty of Economics and Business (FEB Unila). FEB Unila was officially accepted as the member of ABEST21 in October 2013.

ABEST21 International Accreditation has a positive impact on improving the quality of our business school education as required in the 21th century.

Faculty of Economics and Business of the University of Lampung realizes that ABEST 21 accreditation is an important instrument for increasing the competitiveness of the business school and producing graduates who will contribute to economic development. Alumni competitiveness in the global environment will be the urgent matter to ensure the business and economic competitiveness of the country.

ASEAN Economic Community that will be a new phenomenon in 2015 aims to motivate all ASEAN countries to develop competitive human resources in line with the ABEST21 mission. Therefore the goal of ABEST21 can lead us to achieving this target. As a member of ABEST21, we should to develop our unity to improve our networking for the benefit of the business schools and the business companies around the world.

URL:<http://fe.unila.ac.id>

## **2) Faculty of Economics and Business, Universitas Sebelas Maret, Surakarta, Indonesia**

Universitas Sebelas Maret (UNS) is a public (state) university located in the suburban area of Surakarta, Central Java, Indonesia. UNS has 10 schools with more than 28,000 bachelor, 4,000 master, and 400 doctoral students. In 2011, UNS was ranked 7<sup>th</sup> among the top Indonesian universities (awarded by the 4 International Colleges and Universities/4ICU). Founded along with the establishment of UNS in 1976, the Faculty of Economics and Business (FEB) of UNS offers high-quality education at undergraduate, master and doctorate levels. Having three departments (economics, management, and accounting), FEB UNS enrolls more than 1,000 students annually and has granted more than 7,500 undergraduate and 500 graduate degrees. Supported by 160 qualified full-time faculty members and 8,000-strong alumni network, the School plays a significant role in the national development.



To achieve its vision to be an internationally recognized school of business and economics, FEB UNS has established long-term and intensive mutual partnerships with a number of overseas reputable universities such as Purdue University (USA), Curtin University (Australia), University of Limoges (France), University of La Rochelle (France), University of Twente (Netherlands) and some other universities in the forms of research collaborations, double degree and sandwich programs, faculty exchange as well as student exchange program. Moreover, to accelerate its international appearance, the School has also successfully organized academic events in collaboration with prestigious journals and reputable associations. In 2013, the School organized the 8<sup>th</sup> Conference on



Risk, Banking and Financial Stability in collaboration with the Journal of Financial Stability, some European and American universities as well as a number of financial regulators and institutions. In 2014, FEB UNS was appointed to host the 2014 Annual Conference of Asian Finance Association (Asian-FA). Accelerating the quantity and quality of scientific publications is also on the main agenda supported by a substantial budget for research and incentives for publication in international reputable journals. FEB UNS has also paid much more attention to bolster its ratio of scholarly academics (SA). Industry linkages are emphasized as well to ensure that teaching/ learning and research meet the industry demand.

**Dean Dr. Hunik Sri Runing Sawitri**

Dr. Hunik Sri Runing Sawitri has been elected as the Dean of the Faculty of Economics and Business, Universitas Sebelas Maret (FEB UNS) for the period of 2015-2019. Previously, she was the Head of Department of Management of the School. She has also succeeded in developing the newly implemented remuneration system of UNS. She graduated with a Doctoral degree in Management major in Human Resources Management from Universitas Gadjah Mada. As stated in her mission statement, she will pursue the internationalization strategies of FEB UNS to achieve its vision to be an internationally recognized business school.

URL:<http://fe.uns.ac.id>