



# 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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### September 2016

- 3<sup>rd</sup>-- Peer Review Visit for Kaizen Report: Graduate School of Business Administration, Kobe University, Kobe
- 14<sup>th</sup> -- Peer Review Visit for Self-Check Report: Faculty of Economics and Business, Universitas Brawijaya, Malang
- 16<sup>th</sup>-- Peer Review Visit for Self-Check Report: Faculty of Economics and Business, Universitas Sebelas Maret, Solo
- 17<sup>th</sup> -- Peer Review Visit for Kaizen Report: Faculty of Economics and Business, Universitas Diponegoro, Semarang
- 19<sup>th</sup> -- Peer Review Visit for Self-Check Report: Faculty of Economics and Business, Universitas Hasanuddin, Makassar
- 21<sup>st</sup> -- Peer Review Visit for Kaizen Report: Faculty of Economics and Business, Universitas Indonesia, Jakarta
- 22<sup>nd</sup> -- Peer Review Visit for Kaizen Report: School of Business and Management, Institute Teknologi Bandung, Bandung
- 23<sup>rd</sup> -- Peer Review Visit for Kaizen Report: Faculty of Economics and Business, Universitas Padjadjaran, Bandung
- 26<sup>th</sup> -- Peer Review Visit for Kaizen Report: Graduate School of International Corporate Strategy, Hitotsubashi University, Tokyo
- 28<sup>th</sup> -- Peer Review Visit for Kaizen Report: School of Business Administration, Northeastern University, Shenyang

### October 2016

- 3<sup>rd</sup> -- Peer Review Visit for Kaizen Report: Faculty of Business, Economics and Communications, Naresuan University, Phisanulok
- 5<sup>th</sup> -- Peer Review Visit for Self-Check Report: Faculty of Industrial Management, Universiti Malaysia Pahang, Pahang
- 7<sup>th</sup> -- Peer Review Visit for Kaizen Report: Graduate School of Management, International Islamic University Malaysia, Kuala Lumpur
- 9<sup>th</sup> --Visit to University Kuala Lumpur Business School, Kuala Lumpur
- 10<sup>th</sup> -- Peer Review Visit for Kaizen Report: Putra Business School, Selangor Darul Ehsan

- 11<sup>th</sup> -- Peer Review Visit for Kaizen Report: Graduate School of Business, Universiti Kebangsaan Malaysia, Selangor Darul Ehsan
- 12<sup>th</sup> -- Peer Review Visit for Kaizen Report: Arshad Ayub Graduate Business School, Universiti Teknologi MARA, Shah Alam
- 14<sup>th</sup> -- Peer Review Visit for Kaizen Report: Graduate School of International Management, Aoyama Gakuin University, Tokyo
- 15<sup>th</sup> -- Peer Review Visit for Kaizen Report: Institute of Business and Accounting, Kwansai Gakuin University, Nishinomiya
- 17<sup>th</sup> -- Peer Review Visit for Self-Check Report: SP Jain School of Global Management, Singapore
- 19<sup>th</sup> -- Peer Review Visit for Kaizen Report: Graduate School of Business, Universiti Sains Malaysia, Penang
- 20<sup>th</sup> -- Peer Review Visit for Kaizen Report: Othman Yeop Abdul Graduate School of Business, Universiti Utara Malaysia, Sintok
- 22<sup>nd</sup> -- Participation in the 10<sup>th</sup> anniversary event at the Graduate School of Management, Kyoto University
- 24<sup>th</sup> -- Peer Review Visit for Kaizen Report: SBI Graduate School of Management, SBI University, Tokyo
- 27<sup>th</sup> -- MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba, Tokyo

## 1. Quality Improvement and Peer Review System -29

### About Peer Review Visits

For 2016 fiscal year, ABEST21 has conducted Peer Review Visits for 23 schools – 5 for Self-Check/Self-Evaluation Reports (SCER) and 18 for Kaizen Reports. While the aim of the Peer Review Visit differs depending on the type of report, here I will focus on the ideal Peer Review Visit for SCER as part of the accreditation process. To start the review of the SCER, a Peer Review Team (PRT) consisting of 4 members is organized. Each member shall review the SCER independently and report the results to the Leader of the PRT. The Leader shall hold a meeting to coordinate the opinions of respective PRT members and clarify the issues for the applicant school.

Prior to the Peer Review Visit, PRT raises issues which require clarification in the SCER regarding the relation between the Mission Statement and the Quality Improvement Plan, and informs the applicant schools of these issues. During the Peer Review Visit, the school's administrative body including the Rector/Vice Rector will answer and explain the points questioned by the PRT. This process will clarify the "positioning" of the applicant school in the university as an educational and research organization and its strategic supportive measures.

After meeting with the Rector, the PRT will have another session with the Dean/Head of the school and the related administrative department. This session mainly focuses on the following agenda:

- 1) Clarify the unclear points in the SCER
- 2) Check the points not analyzed in the SCER



- 3) Confirm the points analyzed in the SCER through related materials
- 4) Check other points in relation with the SCER analysis.

This interview with the Dean and the administrative department will serve as a basis for the following interviews with the stakeholders. First, the interview with the current students will focus on exchange of opinions concerning the review items analyzed in the SCER such as "Mission Statement", "Educational Programs", "Students", "Faculty", and "Supporting Staff and Infrastructure". Regarding globalization of management education in particular, there may be a case when the school side is not aware of the gap between the concept of the school and that of the students.

Interview with the alumni mainly focuses on frank exchange of opinions on the relation between the Learning Goals and Learning Outcomes. Items to be highlighted are: how do the alumni use the expertise and skills acquired through the MBA program to contribute to the actual business society, how are they observed in the organization, and what kind of kaizen is needed for the educational program.

Although it was a painstaking job to coordinate the schedule of Peer Review Visit for all schools, I am sincerely grateful to the schools for their positive involvement, which made it possible to share various issues concerning enhancement of educational quality. I also thank the stakeholders for their cooperation by sharing honest voices.

If we pursue "quality assurance of education" as the main purpose of Accreditation, we need to realize that the educational institutions exist in the "changing environment", and not in the "vacuum". "Quality assurance" is a "Going Concern" and we need to think what problems should be solved for it to continue in the future. Even if we evaluate the school's educational and research status in the past and make a judgment for Pass/Failure, there is no guarantee that the environment will stay the same. Environment changes constantly. Unless the schools show their stakeholders how they would cope with the change, no student enrollment can be expected. Accreditation must be implemented based on an institutional approach. (Fumio Itoh, President)



## 2. General Information

### Review schedule for 2017

- Procedures for accreditation for fiscal 2017 are scheduled as follows.
- Deadline for submission of Application for Accreditation: February 28, 2017
- Due date for payment of basic peer review fee: June 30, 2017
- Deadline for submission of Quality Improvement Plan: June 30, 2017
- Deadline for submission of Self-Check/Self-Evaluation Report: June 30, 2017
- Peer Review Visits: September and October 2017
- Peer Review Committee: early November 2017
- Due date for payment of Accreditation fee: November 30, 2017
- Coordination period: December 2017 to January 2018
- Peer Review Committee: Early March 2018
- Accreditation Committee: Early March 2018

- ABEST21 General Assembly for fiscal 2017: Early March 2018

### 3. Quality Improvement

#### Peer Review Visits for Kaizen Report

For fiscal 2016, Peer Review Visits were made to the following schools, of which 5 are for Self-Check/Self-Evaluation Report (SCER) and 18 for Kaizen Report.

##### Peer Review Visits

	Self-Check/Self-Evaluation Reports	Kaizen Reports	Total
China	--	1	1
Indonesia	3	4	7
Japan	--	6	6
Malaysia	1	6	7
Singapore	1	--	1
Thailand	--	1	1
Total	5	18	23

The Peer Review Visit on Kaizen Report became mandatory effective fiscal 2016, based on the resolution approved at the General Assembly in March 2016. Before the adoption of the Peer Review Visit, Kaizen Report was reviewed on paper only by the Peer Review Team (PRT). However, it was discussed that the Peer Review Visit is indispensable in order to examine the actual status on site. Thus the Peer Review Visit was introduced as part of the review process for Kaizen Report effective fiscal 2016. In some cases, the Peer Review Visit for Kaizen Report includes interviews to the administrative body of the school as well as its stakeholders to check whether Action Plans stated in the SCER are implemented as planned. The progress in Action Plans and other facts which lie between the lines of Kaizen Report documents become clear through such interviews. Based on these results, ABEST21 has been providing advices to contribute to quality enhancement of management education. For Peer Review Visit in fiscal 2016, all schools due for review except one have submitted their Kaizen Reports. Peer Review Visits have been conducted for the following schools.



#### China

- School of Business Administration, Northeastern University, Shenyang

#### Indonesia

- Faculty of Economics and Business, Universitas Diponegoro, Semarang
- Faculty of Economics and Business, Universitas Indonesia, Jakarta
- School of Business and Management, Institut Teknologi Bandung, Bandung
- Faculty of Economics and Business, Universitas Padjadjaran, Bandung

#### Japan

- Graduate School of Business Administration, Kobe University, Kobe
- Graduate School of International Corporate Strategy, Hitotsubashi University, Tokyo

- Graduate School of International Management, Aoyama Gakuin University, Tokyo
- Institute of Business and Accounting, Kwansai Gakuin University, Nishinomiya
- SBI Graduate School of Management, SBI University, Tokyo
- MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba, Tokyo

**Malaysia**

- IIUM Centre for Strategic Continuing Education and Training (IIUM CRESCENT), International Islamic University Malaysia, Kuala Lumpur
- Graduate School of Business, Universiti Kebangsaan Malaysia, Selangor Darul Ehsan
- Arshad Ayub Graduate Business School, Universiti Teknologi MARA, Shah Alam
- Graduate School of Business, Universiti Sains Malaysia, Penang
- Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, Kedah Darul Aman
- Putra Business School, Selangor Darul Ehsan

**Thailand**

- Faculty of Business, Economics and Communications, Naresuan University, Phisanulok

**4. Global Knowledge Network**

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**Graduate School of Management, Kyoto University - 10th Anniversary Commemorative Speeches and Ceremony**

On October 22, 2016, at Kyoto University Clock Tower Centennial Hall, Graduate School of Management, Kyoto University hosted its 10th Anniversary Commemorative Speeches and Ceremony. The Commemorative Speeches were opened by Dean Yasunaga Wakabayashi (photo) looking back the past 10 years. Keynote Address was given by Dean AnnaLee Saxenian (Professor, School of Information, University of California, Berkeley) on "Educating Business Professionals for the Coming Decades", urging the necessity to place courses for problem-solving based on the deep understanding of design, data and context, taking into consideration the jobs at interdisciplinary / global organizations.



Invited speaker Ms. Tomoko Namba (Chairman of the Board, DeNA Co., Ltd.) delivered a speech on "What if I could do whatever I wanted with GSM", followed by a Special Speech by Professor Kiyoshi Kobayashi (Director of Center for Research in Business Administration, GSM, Kyoto University) on "Aiming at Business School of Integrated Arts and Sciences". Both of these remarkable speeches called for a change in the way of thinking.

The Ceremony was opened by Dean Wakabayashi of the Graduate School of Management, Kyoto University, followed by congratulatory speeches by the guests: Shinji Asonuma (Executive Vice-President, Kyoto University), Mr. Hiroto Koda (Deputy President and Executive Officer, Representative Director of Mizuho Securities Co., Ltd.), Mr. Atsuyuki Asano (Director of Technical Education Division, Higher Education Bureau, MEXT), Mr. Keiji Yamada (Kyoto Prefectural Governor), and President Itoh of ABEST21.

The event was attended by a number of alumni to celebrate the growth of the school in the past 10 years.



## 5. Membership Information

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### School Member New Dean

#### Professor Dr. Zeljko Sevic

#### Othman Yeop Abdullah Graduate School Business, Universiti Utara Malaysia

Prof. Dr. Željko (‘Z’) Šević is Professor of Accounting, Finance and Public Policy and Dean of the Othman Yeop Abdullah Graduate School of Business at the Universiti Utara Malaysia. Professor Šević was the Dean of the Faculty of Business at Sohar University in Oman, and prior to that he served as the Dean of the Faculty of Management at the University of Wales TSD and Caledonian Business School at the Glasgow Caledonian University. Earlier in his academic career he was with the University of Greenwich and University of Dundee. Professor



Šević has also held a number of visiting academic/research positions in Austria, Australia, Bulgaria, Croatia, Japan, Poland, Slovenia, Ukraine and the US, and has gained professional experience in public, private and third sectors, at a senior level, before becoming a full-time academic in the mid-1990s. He was twice a visiting scholar at the Japanese Ministry of Finance. Professor Šević holds terminal degrees in law (SJD) and financial economics (PhD), and is a professionally qualified accountant and Certified Fraud Examiner. Professor Šević is a Fellow of the Royal Society of Arts, Chartered Management Institute, Institute for Leadership and Management and Higher Education Academy.

Professor Šević is interested in reporting and performance enhancement in both private and public sector, as well as in strategic dynamic realignment, and management improvement in the public sector organizations. He has authored over 250 papers published in both academic and professional journals, and his books have been translated into eight languages. He was the Founding Coordinator of the NISPAcee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe) Permanent Working Group on Public Sector Finance and Accounting from 2001 to 2008, where he led a number of cross-country projects and edited six books on public finance topics bringing together scholars and practitioners from the East and West. He currently serves as a member of the Public Sector Committee of the European Association of Accountants. Professor Šević served as a Non-Executive Director of the Greenwich Primary Teaching Health Trust in the early 2000s, and was a member of the Glasgow and Strathclyde Universities Military Education Committee from 2009 to 2012.

Professor Šević has over 15 years of professional consultancy experience working for a number of international development organizations such as the EU (EUAid), OSCE, World Bank (IBRD and IDA), UNDP, UN, Council of Europe, Venetian Commission, etc., mainly on the public sector and PFM reforms (budgeting, performance management and expenditure management).

### Visit to Universiti Kuala Lumpur Business School

On Sunday October 9, 2016, in between the Peer Review Visit activities, we visited the Universiti Kuala Lumpur in the city of Kuala Lumpur. The UniKL-Business School has become an ABEST21 full school member. Even though the meeting was held on a Sunday, the explanation session of ABEST21 Accreditation System was attended by many of the School’s faculty members, including Professor Dr. Ibrahim Kamal Abdul Rahman, Head of Campus at UniKL-Business School (center in the photo).

