



# ABEST21 e-News

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## ABEST21 International

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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#### 2019

##### May

- ・ 16<sup>th</sup>: 第 35 回マネジメント人材育成協議会の開催
- ・ 20<sup>th</sup>: 国際連合大学を訪問

##### June

- ・ 11<sup>th</sup>: 国際協力機構（JICA）を訪問
- ・ 09<sup>th</sup>: 国際連合大学を訪問
- ・ 17<sup>th</sup>: Project No. 8 調査委員会の開催
- ・ 18<sup>th</sup> : Universiti Malaysia Kelantan の訪問
- ・ 20<sup>th</sup>: Khon Kaen University (Thailand)で PRT Training Seminar を開催

##### July

- ・ 01<sup>st</sup>: Uinversiti Teknologi MARA( Malaysia)で PRT Training Seminar を開催
- ・ 05<sup>th</sup>: Institut Teknologi Bandung (Indonesia)で PRT Training Seminar を開催
- ・ 08<sup>th</sup>-09<sup>th</sup>: Peer Review Visit (Narssuan University, Thailand)の実施
- ・ 23<sup>rd</sup>-24<sup>th</sup>: Peer Review Visit (Khon Kaen University, Thailand) の実施
- ・ 28<sup>th</sup>: Peer Review Visit (Universiti Malaysia Phang, Malaysia) の実施
- ・ 30<sup>th</sup>-31<sup>th</sup>: Peer Review Visit (Putra Business School, Malaysia) の実施

##### August

- ・ 15<sup>th</sup>: Peer Review Visit (Universitas Hasanuddin, Indonesia) の実施
- ・ 22<sup>nd</sup>-23<sup>rd</sup>: Peer Review Visit (Universitas Lampung, Indonesia) の実施
- ・ 26<sup>th</sup>-27<sup>th</sup>: Peer Review Visit (Universitas Padjadjaran, Indonesia) の実施

##### September

- ・ 03<sup>rd</sup>: 国際協力機構（JICA）を訪問
- ・ 10<sup>th</sup>: Peer Review Visit (SP Jain School of Global Management, Singapore) の実施
- ・ 12<sup>th</sup>-13<sup>t</sup>: Peer Review Visit (Universiti Teknologi MARA, Malaysia) の実施
- ・ 16<sup>th</sup>-17<sup>th</sup>: Peer Review Visit (Universitas Diponegoro, Indonesia) の実施
- ・ 19<sup>th</sup>-20<sup>th</sup>: Peer Review Visit (Universitas Airlangga, Indonesia) の実施
- ・ 23<sup>rd</sup>-24<sup>th</sup>: Peer Review Visit (Universitas Burawidjaya, Indonesia) の実施
- ・ 26<sup>th</sup>: Peer Review Visit (Universitas Sebeles Maret, Indonesia) の実施

## October

3<sup>rd</sup> -4<sup>th</sup>: Peer Review Visit (Waseda University, Japan) の実施

24<sup>th</sup>: 第 36 回マネジメント人材育成日本協議会の開催

## I. Quality Improvement and Peer Review System – No. 38

### 大学「未来性(Futurity)」の評価について

第三者評価機関による「認証評価(Accreditation)」は大学改革の「仕上がり」を保証するものではなく、大学に大学改革のゴールに向かって走りうる出場資格を認めたことにすぎない。大学は、教育研究環境の変化が加速度的に進展していく現代社会において、「大学のありたい姿」を追い求めていくだけでなく、その先にある「大学のあるべき姿」を目指して走っていかなければならない。そうしなければ大学の「教育研究上の目的」であるミッションを全うすることはできない。

一般的に、大学は認証評価を受けると、これで大学の教育研究活動の質が保証され、これで問題は解決したのだと思込み、これまでの労苦から解放され、これから解決していかなければならない課題の問題を脇に置いてしまう。そして、大学は「認証評価」されたことだけを大学の広告宣伝に使い、大学間競争の差別化戦略に用いてくる。大学はそれを大学のブランド力の一つとして学生集めの手段として利用してくる。

確かに、「認証評価」には、1) 学外的に教育の質の高さの証明、2) 学内的に教育の質のカイゼン、3) ステークホルダーに対する新しい付加価値の保証、4) ブランド価値の創造、そして5) 大学の競争力の強化といった付加価値があり、大学が対外的に大学のブランド力の強化に使用してきても不思議ではない。問題は、それが「大学の未来性(Futurity)」を実際に保証しうるものであるかどうかである。

「認証評価」の問題の背景には、近年の経済発展等に伴う「教育市場」の「売り手市場」から「買い手市場」への転化が考えられる。これまでは、大学が学生を選ぶ「売り手市場」であった。しかし、大学進学対象者である 18 歳人口が減少していくに伴い、ユニバーサル・アクセスと云われるように学生が大学を選ぶ「買い手市場」の時代となった。それ故、大学は大学が提供する「教育サービス」の買い手である学生に、その質保証をしなければ学生を集められない事態となってきた。それ故、大学は自らの「質保証」の担保を第三者評価機関に求めてきたのである。

認証評価機関がこの責務を果たしていくためには、受審する大学及び審査に係わる Peer Review Team (PRT)のメンバーに対して、「認証評価」についてのかなりの意識改革をしていかなければ実現できない。大学に対しては、「認証評価」は大学の目指すゴールではなく、そのゴールを目指すスタートラインに立ったのにすぎないことを周知させることであった。なぜならば、この社会は「真空」の社会ではないからである。「環境」の社会においては、大学の第一の使命は「未来」に存続していくゴーイング・コンサーン (Gong Concern) とならなければならない。そのためには大学は自ら分析した「自己点検・評価」の課題を解決していかなければならない。その解決力を有してこそ未来に存続できるのである。それには認証評価を受審する大学に、「過去・現在」の教育研究活動状況についての「自己点検」と「自己評価」の分析だけでなく、その分析に基づいて「未来」を保証する分析をも展開してこない、「大学の未来性」は描けない。これまでの会計監査的な認証評価の審査には限界があると考えられる。

PRT メンバーに対する意識改革にはいくつかのプロセスが必要であった。2019 年度はこのプロセスを経る機会に恵まれた。2019 年度においては、ABEST21 Program-based Accreditation System(APAS)の審査が 8 プログラム、ABEST21 Academic Unit-based Accreditation System(AAAS)

の審査が4学部、そして認証後の教育の質カイゼンの「実行計画履行状況報告(KAIZEN Report)の審査が4プログラム、合計16大学の12プログラムと4学部の審査を行った。特に、この16大学の審査は日本、インドネシア、マレーシア、シンガポールそしてタイの5ヶ国に及ぶもので、多様な文化に直面しながらPRTメンバーの意識改革に取り組んだ。

その第一は、Peer Review Team (PRT)のメンバーはAuditorではないことの周知徹底を図ることだった。これまで、認証評価の審査委員は“Auditor”と呼ばれ、「自己点検・評価報告(Self-Check/Self-Evaluation Report: SCR)」を用意された膨大な関係資料と照合しながら、審査マニュアルを片手に活動の「妥当性」を評価し、更には帳簿や関係資料の閲覧によりSCRの「正確性」を評価してきたからである。過去の活動の評価はそこには「事実」があるから「客観性」が得られやすく、また「説得力」を持ってくる。しかし、「大学の未来性」をも評価していくには、大学の健康状態を診断する医師の「診察力」のような審査力をPRTメンバーが身に付けていかなければ不可能である。PRTメンバーに対するTraining Seminarはその意識改革に大いに役立った。

その第二は、PRTメンバーの編成の問題が大きく関係してきた。これまでPRTは現地審査員を中心に組織してきた。これを逆転させPRTメンバーの三分の二を海外委員で組織した。委員構成の異質化は、多様な文化視点から「大学の未来性」の評価を客観化させる機会ともなった。一つの問題を同一視点から見ていくと、問題の一面しか捉えることができないかもしれない。しかし、多角度から問題を観察したときには、問題を立体的に捉えることができ、その動きの方向性が見えてくる。「大学の未来性」を評価していくには、異質の価値観や多様な文化的背景をもつ視点からの評価が必要であるかもしれない。

更に、PRTメンバーに企業経験に豊富な実務家を加えたことである。これまで認証評価の審査は大学教員にしか分からない事としてほとんど大学教員で編成されてきた。しかし、2019年度のPRメンバーに、豊富な実務経験を有する企業の経営幹部が審査に加わった。それは人材育成を使命とする大学教育の評価を考えると、人材育成に対する企業ニーズを的確に把握しているかどうかを把握していくことは重要な問題であり、それだけでなく「大学の未来性」の実現を組織経営の観点から接近していくことも必要であった。その意味で、異文化圏のPRTメンバーの編成と同様に企業経営経験者のPRTメンバーの加入も、「大学の未来性」の評価に不可欠な要素と考えた。

その第三は、PRTメンバーの評価の整理の仕方である。これまでPRTの審査報告書はPRTリーダーが纏め、それを大学側に提示していたのを止め、PRT各委員のすべての評価コメントを大学側に開示することにした。PRT各委員の評価コメントは玉石混交である。しかし、そのなかは「未来」の発展を促す一粒の小さなダイヤモンドが混じっているかもしれない。これまではPRTメンバーの評価コメントは多数意見で整理され大学側に内示されてきたが、大学が貴重と思うPRTコメントはPRTリーダーのまとめたものとは異なるものであるかもしれない。それは大学にはそれぞれ依って立つところのDNAがあり、そのDNAによって求められるPRTコメントも異なってくるかもしれない。このPRTメンバーのコメントの整理の仕方が「過去」の先を見る「未来」の評価に対する大学の反応を感じとった。

「環境」の社会では「大学の未来」の評価は不可避であり、ますます複雑に錯綜していく21世紀のグローバル化社会においては、大学側はこれからの「大学はどうあるべきか」をしっかりと視野に入れて「自己点検・評価」を行い「未来」を見据えてこない、大学の「教育研究上の目的」と「学修成果」とが整合してこない。2019年度の5ヶ国16大学のすべてのPeer Review Visitの参加は、こうした貴重な知見と経験を得る機会を与えてくれた。(理事長、伊藤 文雄)

## II. General Information

### 1. 2020 年度年次総会等の開催について

2020 年 3 月 11 日-12 日、青山学院大学総合研究所ビルの国際会議場で、2020 年度の年次総会が次のプログラムで開催されます。

- 1) 2020 年 3 月 11 日、Peer Review Committee, Accreditation Committee, 理事会
- 2) 2020 年 3 月 12 日、総会、国際シンポジウム
- 3) 2020 年 3 月 13 日、工場見学

### 2. 国際シンポジウムの開催について

ABEST21 は、2020 年 3 月 12 日、青山学院大学総研ビル 12 階国際会議場にて国際シンポジウム“Humanizing Higher Education for Sustainable Economic Development in Asia-Pacific”を国際連合大学サステナビリティ高等研究所との共催で開催します。現在までのプログラムの内容は下記の通りです。

#### Tentative Program

日時: 2020 年 3 月 12 日

場所: 青山学院大学国際会議場

テーマ: “Humanizing Management Education for Sustainable Economic Development in Asia-Pacific”  
共催

- ・ ABEST21 International
- ・ 国際連合大学サステナビリティ高等研究所

後援

- ・ 文部科学省
- ・ 独立行政法人国際協力機構

特別講演

- ・ 文部科学省高等教育局国際企画室長、佐藤邦明氏（予定）

基調講演

- ・ 独立行政法人国際協力機構理事、本清耕造氏
- ・ 国際連合大学サステナビリティ高等研究所長、山口しのぶ氏

パネル討論

### 3. 工場見学について

下記のスケジュールで工場見学を行います。

日時: 2020 年 3 月 13 日、

工場: 東芝キャリア株式会社富士事業所（静岡県富士市蓼原 3 3 6）

事業内容: オフィス・家庭用エアコン等の製造

## III. Quality Assurance

### 1. ABEST21 PRT Training Seminar の実施

受審校の事務職員を対象にした Accreditation Seminar II が、下記の日程でタイ、マレーシア及びインドネシアで開催されました。

### **1) ABEST21 PRT Training Seminar Khon Kaen**

Date: June 20, 2019: 13:00-15:00

Venue: Khon Kaen University, Khon Kaen, Thailand

#### **Dr. Danaipong Chetchotsak (Khon Kaen University, Khon Kaen)**

The ABEST21 PRT Training Seminar 2019-Khon Kaen was held at Khon Kaen University, Khon Kaen, Thailand on June 19, 2019. This seminar was the second seminar in Khon Kaen. While the first seminar was for the supporting staffs who work and support the ABEST21 activities, the second seminar was for the peer review team (PRT). The seminar was offered with two speakers, Prof. Emeritus Dr. Fumio Itoh, President of the ABEST21 and Dr. Danaipong Chetchotsak, Coordinator of ABEST21 PRT Network in Thailand, Faculty of Engineering, Khon Kaen University, along with audiences from Khon Kaen University and Naresuan University. The purpose of this seminar is to prepare ABEST21 PRT for their desk review and on-site visit



mission as well as to provide PRT members a good practice and what should be done as PRT. In reviewing self-check/self-evaluation report (SCR), Prof. Itoh introduced The ABEST21 Peer Review System and emphasized that PRT should not serve as an auditor who comes to audit a school but they should serve as a coach to help the school to perform better. He also talked about duties of PRT leaders and PRT members as well as rules for PRT. Then, Dr. Chetchotsak shared with the audiences some experiences from the desk review and on-site visit tasks. He also provided some guidelines of how to conduct a desk review and on-site visit review.

### **2) ABEST21 PRT Training Seminar Kuala Lumpur**

Date: Monday, July 1, 2019: 14:00-16:00

Venue: Universiti Teknologi MARA, Shah Alam

#### **Dr. Siti Zaleha Sahak (Universiti Teknologi MARA, Shah Alam)**

On Monday, July 1<sup>st</sup>, the ABEST21 International organized the PRT Training Seminar Kuala Lumpur. The seminar was conducted at the Arshad Ayub Graduate Business School (AAGBS), Universiti Teknologi MARA (UiTM) Shah Alam. The seminar was chaired by Professor Dr. Nor'Azam Mastuki, Dean of AAGBS, UiTM and it was attended by 14 participants. They were from Universiti Putra Malaysia (UPM), International Islamic University Malaysia (IIUM), Universiti Tunku Abdul Rahman (UTAR), Xiamen University Malaysia and Universiti Teknologi MARA (UiTM). Some of the participants are the existing members of PRT and some are the newly appointed members of PRT. The focus of the seminar was on the ABEST21 Peer Review system and process. The speakers were Professor Emeritus Dr. Fumio Itoh and Dr. Siti Zaleha Sahak. The participants were provided with the hard copy of the ABEST21 PRT Guideline 2019, together with the seminar itinerary.



Professor Emeritus Dr. Fumio Itoh delivered a talk on the concept of ABEST21 Peer Review System. In his talk, the objectives and the ways to carry out the Desk Review and the Peer Review Visit were elaborated in detail. According to Prof. Itoh, for the year 2019, 26 peer review teams (PRT) will be formed to carry out the Desk Review and the Peer Review Visit of the Schools. He highlighted that the spirit of the peer review is vital, as the purpose of the Desk Review and Peer Review Visit are not to audit the School, but these aim to provide the recommendations to the School in improving the quality of management education.

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The second part of the seminar was presented by Dr. Siti Zaleha Sahak of UiTM and her focus was on sharing the experiences in conducting the Desk Review and the Peer Review Visit. Dr. Siti explained the roles of the PRT leader and the PRT members in ensuring the process is effectively conducted. This requires a teamwork spirit.

Next, the participants were welcome to share their experiences as the PRT members for the Desk Review and Peer Review Visit. Assoc. Prof. Dr. Jaafar Pyeman of UiTM, Dr. Tee Keng Kok of Xiamen University Malaysia, Prof. Dr. Noryati Ahmad of UiTM and Dr. Hen Kai Wah of UTAR had shared their experiences and some of the challenges they encountered during the process and the way how they handled those challenges. The session was then opened for 'Q&A'.

At the end of the seminar, Prof. Itoh presented a certificate of Peer Review Qualification to the participants. It is a hope that this training seminar had achieved its objective that is to provide guidance to the participants in conducting the Desk Review and the Peer Review Visit successfully.

### **3) ABEST21 PRT Training Seminar Bandung**

Date: Friday, July 5, 2019: 14:00-15:30

Venue: Institut Teknologi Bandung, Bandung

#### **Dr. Yasmine Nasution (Universitas Indonesia)**

The Peer Review Team (PRT) Seminar were held on July 5, 2019 at School of Business and Management, Institut Teknologi Bandung (SBM-ITB) in Indonesia. The main purpose of this seminar is to strengthen the reviewing capability of the PRT members and to give common understanding regarding the accreditation and review process. Prof. Emeritus Dr. Fumio Itoh was the first speaker that explained the ABEST21 Peer Review System. The Second speaker, Prof. Dr. Utomo Sarjono Putro from SBM-ITB explained the Desk Review and Peer Review Visit.



There were 27 participants from several universities in Indonesia. They will be assigned as a Peer Review to review universities not only in Indonesia but also in other country. The task of the PRT is to make an assessment of the School based on the ABEST21 standards. The assessment process itself is to assess the quality of The School educational and research activities in a fair and objective manner so that The School can achieve their mission. There are four main viewpoints that needs to be understand by the PRT. First, Positive reviews which enhance the distinctive features of management education at The School. Second, Active reviews which promote globalization of the School. Third, Active reviews which enhance the quality of educational and research activities of The School. And lastly, Social reviews to meet the needs of The School's stakeholders.

There are two activities that need to be conducted by PRT, The Desk Review and the Peer Review Visit. In the Desk Review, PRT will analyse the Report submitted by the School. And in the Peer Review Visit, PRT can ask questions or make clarification on some unclear issues found in the Report. The important point for the PRT members is that they can work together as a team with other member based on the working rules. The Desk review and Peer Review Visit should be conducted according to the schedule and the Review Report are submitted by the deadline.

## **2. 2019 年度 ABEST21 Peer Review Visit の実施について**

2019 年度の認証評価の実質的な審査が始まりました。今年度は、APAS (ABEST21 Program-based Accreditation System)が 8 プログラム、AAAS (ABEST21 Academic Unit-based Accreditation System) が 4 学部、そして認証評価後のカイゼン課題解決の「実行計画履行状況報告」の KAIZEN Report

の4プログラムの計16大学のプログラム等についてのPeer Review Visitが、日本、インドネシア、マレーシア、シンガポールそしてタイでそれぞれ実施されました。

### 3. 2019年度のPeer Review Committeeの開催について

2019年度のABEST21 Peer Review Committeeは、2019年11月18日・19日、シンガポールのSP Jain School of Global Managementで開催されます。

## IV. Global Knowledge Network

### 1. The Indonesia Council for Nurturing Management Professionals の設立について

昨年11月、バンドンで開催された学長会議の「バンドン声明」に基づき、マネジメント人材育成インドネシア協議会の設立総会が、2019年7月5日、インドネシア・バンドンのInstitut Teknologi Bandungで開催されました。

ABEST21伊藤理事長より、「バンドン声明」の詳細についての説明の後、目的及び会則等の詳細な説明がなされ、審議の結果これを承認し、インドネシア協議会のCoordinatorとしてSBM-ITBのDean Prof. Dr. Sudarso Kaderi Wiryoが就任しました。



今後のインドネシア協議会においては、特に大学側の教育内容と企業側の教育ニーズとの適合性が検討されていく場として機能していくことが期待されます。協議会では産業界のニーズをどのように大学教育に取り入れていくべきか等について種々意見交換が行われ、次回より大学側で行われている教育プログラムの紹介及び企業側の教育プログラムに対するニーズ等についての報告をし、情報の共有化に努めていくことになりました。次回の第2回は東ジャワのマラン(Malang)で開催されることが予定されました。

#### By Dr. Yasmine Nasution (Universitas Indonesia)

During the PRT Training Seminar in Bandung on 5 July 2019, ABEST21 also established the Council for Nurturing Management Professional in Indonesia. The Council was established based on the Bandung Statement that was signed at ABEST21 Rectors. Due to the rapid change of environment, industry need more capable professional that can cope with the situation. The objective of this Council is to exchange ideas about the possibility of cooperation between corporation and the University, especially bridging the professional resource requirement needed by industries.

In the seminar, Prof. Emeritus Dr. Fumio Itoh explain the working rules of the Council, followed by Dean Prof. Dr. Sudarso Kaderi Wiryo from SBM-ITB who explained the management of the Council. Dean Sudarso explained several programs that can be conducted through this council, such as joint research on topics faced by companies, research and community service carried out jointly between the company and the university, seminar or workshop with representatives from companies and universities, and cooperation and exchange of information and sharing of best practices between councils in Indonesia, Malaysia, Thailand and Japan.

This event not only attended by participants from universities, but also several companies such as PLN (electricity company), BCA, PT LEN, PT Inti and MDI Venture. Companies is very happy to hear about this program. Based on their experience, currently millennial generation has different working behavior. As the development of new type of jobs, many of young generation do not want to work in

a corporate. While on the other hand, many companies currently are looking for talented people who has knowledge that is relevant with current situation. Industries need human resource that are loyal, committed, agile and willing to learn. By joining this program, hopefully it will open up many opportunities between industry and universities.

## 2. 第 35 回「マネジメント人材育成協議会」の開催について

日本の第 35 回マネジメント人材協議会が、2019 年 5 月 16 日、東京・青山の IVY HALL で開催されました。主な議題は、インドネシア、マレーシア及びタイにそれぞれマネジメント人材育成協議会が設置されることに伴う会則の一部改正について協議されました。次回から、各地区協議会の連携を視野に入れて各種問題を協議していくこととし、次回は青山学院大学大学院国際マネジメント研究科国際マネジメント専攻の教育プログラムについての報告を得ることとした。

## 3. 第 36 回「マネジメント人材育成協議会」の開催について

第 36 回マネジメント人材育成日本協議会が、2019 年 10 月 24 日、アイビーホール 3 F [シノノメ] で開催されました。文部科学省よりご出席いただいた文部科学省高等教育専門教育課専門職大学院室長西川由香氏より、現在文部科学省で審議されている「我が国の経済社会を牽引する高度経営人材養成の在り方について」の経過報告をいただいた。続いて、青山学院大学大学院国際マネジメント研究科長の中里宗敬教授より専門職大学院である Aoyama Business School の教育プログラムについてのご紹介をいただいた。

## 4. 第 2 回マネジメント人材育成インドネシア協議会の開催について

第 2 回マネジメント人材育成インドネシア協議会が、2019 年 11 月 29 日、インドネシア・マラン (Malang) に所在する Faculty of Economics and Business, Universitas Burawijaya で開催されることになりました。大学側の教育と企業側のニーズとの接点を求めている Indonesian talent の養成について協議されていくことが期待されています。

## 5. 第 1 回マネジメント人材育成マレーシア協議会の開催について

第 1 回マネジメント人材育成マレーシア協議会が、2019 年 11 月 25 日、マレーシア・クアラルンプールで開催されることになりました。同協議会の Coordinator は、International Islamic University Malaysia (IIUM) の Dean Prof. Dr. AAhad Osman Gani です。

## 6. インドネシア大学経済経営学部生の“Global Field Study 2019”について

### 1) FEB UI Global Field Study 2019 (ソニー株式会社への訪問)

8 月 21 日、Faculty of Economics and Business, Universitas Indonesia(FEB UI) の学生 15 名がソニー株式会社様のご協力により、品川の本社を訪問されました。これは、FEB UI の Global Field Study 2019 の一環で実施されたものです。まずショールーム「Sony Square」で最新の HDR 技術や VR 技術等を体験された後、人事センター採用部山口智史様より、創業から今日までの歩みをご紹介いただいた後、5 大ビジネスドメイン、海外展開の戦略、技術開発への積極的な投資状況等についてご説明をいただきました。その後質疑応答





の時間が設けられ、学生より最新技術の商品化の現状や、技術開発への投資戦略、社名の由来等について質問がなされ詳細な説明を受けました。また、東南アジア地域へのブランドイメージをより浸透させるためのアイディア等について学生から提案もなされました。

## 2) FEB UI Global Field Study 2019 (UNU-IAS への訪問)

8月22日、Faculty of Economics and Business, Universitas Indonesia(FEB UI) の学生15名が国連大学サステナビリティ高等教育研究所(UNU-IAS)所長竹本和彦教授のご協力により、国連大学本部を訪問されました。はじめに、竹本所長より UNU-IAS の活動について、3つの主なテーマ「持続可能な社会への転換」、「自然資本と生物多様性」、「地球環境の変化とレジリエンス」の活動目的やインドネシアにおけるSDGs取り組み状況等についてご講義いただきました。その後、プログラムコーディネーター増田大美様およびリサーチアソシエイト Dr.Mahesti Okitasari 研究員より主に“Governance for Achieving SDGs” をテーマとし、SDGs への取り組みに対する政府の方針や企業の取り組み状況などについて日本とインドネシアの比較や、インドネシアにおける政策実施状況等も含めご紹介いただきました。質疑応答のセッションでは学生から中小企業におけるSDGs の実施状況や農業におけるSDGs の実施に対する支援体制などについて活発な質疑がなされ、丁寧に解説していただきました。



その後、プログラムコーディネーター増田大美様およびリサーチアソシエイト Dr.Mahesti Okitasari 研究員より主に“Governance for Achieving SDGs” をテーマとし、SDGs への取り組みに対する政府の方針や企業の取り組み状況などについて日本とインドネシアの比較や、インドネシアにおける政策実施状況等も含めご紹介いただきました。質疑応答のセッションでは学生から中小企業におけるSDGs の実施状況や農業におけるSDGs の実施に対する支援体制などについて活発な質疑がなされ、丁寧に解説していただきました。

### FEB-Universitas Indonesia からのメッセージ

Master of Management Faculty of Economics and Business Universitas Indonesia (MM FEB UI), one of ABEST21 accredited members, held a one-week yearly immersion program called Global Field Study (GFS). This event is organized by students with different themes and issues each year since 2008. The objective of the trip is to provide students an experience of learning directly how local businesses are managed and becoming sustainable, then, able to dominate the global market share. Students are expected to gain international experience through sharing practical and industrial knowledge from prominent companies and local universities. This aim is in line with MM FEB UI mission: *to provide an industry-linked and globally connected business and management education for future leaders*. This year's theme is: Re-Shaping Leader through Cultural Technology Innovation and Entrepreneurship, held on 19-24 August 2019 in Tokyo and Osaka Japan. The GFS participants visited SONY CORP and the United Nation University on August 21 and 22, and this is their story: At the beginning of the establishment, Sony started from the curiosity of people imagining the various possibilities human beings can achieve. Sony has a purpose of “Fill the world with emotion, through the power of creativity and technology.” Sony is engaged in various fields, one of these is broadcasting. Sony provides various professional equipment for broadcasting purposes such as TV, Video Camera, Projector, and other professional equipment. Sony is also engaged in medical and security. Examples of this equipment are operating hardware and security camera. Sony is well-known in the area of Entertainment. Sony entertainment businesses are divided into music, games, and movie business. In the music business, Sony is known for its headphones and earphones that provide one of the best sounding equipment in its class. In the games industry, who does not know Playstation? It is one of the best-selling gaming consoles in history and now it is already in its fourth generation known as the Playstation 4 and Playstation 4 Pro. In the film business, Sony released many movies that went into the box office. Sony also holds several licenses of Marvel

superheroes and one of the most anticipated in this year is Spider-Man: Far from Home movie. Sony develops and markets advanced robots known as AIBO. AIBO is a superior robot dog utilizing a sophisticated AI (Artificial Intelligence), making it so that it is possible to “evolve.” Sony also develops and sells smartphones that are on the market known as the Sony Xperia. The latest Sony Xperia product is the Sony Xperia One that has a lot of cutting-edge features crammed into its slim body. In the camera business, Sony is well known for its camera that delivers breathtaking quality pictures in every shot. Apart from the camera, Sony is the market leader in imaging and sensing technology. One of the key and best-selling products is IMX sensor which is an image sensor. Sony IMX is widely used by many smartphone products and known for its impressive and consistent quality pictures or video it produces.

Moreover, on the next day, the GFS participants visited the United Nation University. United Nation University (UNU) is a university founded by the United Nations (UN) in 1973 to support the UN's goals by conducting researches on various issues across the globe. UNU’s establishment goal is to help many countries to create suitable policies for each country. UNU has 13 institutions around the world with three major research types: Sustainable Societies, Natural Capital & Biodiversity, and Global Change & Resilience. UNU, when they did the presentation, focus more on Sustainable Societies. To achieve Sustainable Development Goals (SDGs), they set a few indicators for the methodology being used to achieve SDGs. The indicator is divided into two categories, one is for the government, and the other is for private sectors. There are plans for the year 2030 about Sustainable Development and its Sustainable Development Goals (SDGs). There are 17 objectives, 169 targets, and 232 indicators being prepared for year 2030. The goals of this agenda are to apply those targets for developing and developed countries using “Transforming our world” and “No one will be left behind” as the basic concept.

The global indicator framework is being developed by the Inter-Agency and the Expert Group on the SDG indicator (IAEG-SDGs), and they agreed to discuss it as a starting point in the 47 sessions of the United Nations Statistical Commission held in March 2016. The Commission report, which included a global indicator framework, would later be noted by ECOSOC in the 70<sup>th</sup> session in June 2016. There are some questions asked by students to UNU representative during the Q&A session about MNC (Multinational Company) that produced waste and pollution during their production. The representative explained that there are policies in place by the UN to prevent those things from happening. The lack of active monitoring presents a problem by giving room for those companies to circumvent the policies. The next question was, “private sectors play quite a significant role in SDGs, how do UN ensure that they do things that support the SDGs?”. The representative explained that there are compulsory reports needed to be submitted by private sectors as a “company merit.” Those that failed to provide the report will lose that merit that will have impacts on their investment opportunities.

## V. Research

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### 1. Joint Research Project No. 8 幹事会の開催について

Joint Research Project No.8 “Humanizing Management Education for Sustainable Economic Development in Asia-Pacific” の第1回委員会が7月17日にマレーシア・クアラルンプールのヒルトンホテルで開催されました。出席者は下記のメンバーです。

Co-ordinator: Prof. Dr. Ming Yu Cheng (Universiti Tunku Abdul Rahman, Malaysia)

Prof. Arfah Salleh (tele-conferencing) (Human Governance Institute, Malaysia)  
Dr. Riani Rachmawati (Universitas Indonesia, Indonesia)  
Dr. Rapeeporn Srijumpa (Burapha University, Thailand)  
Prof. Dr. Fumio Itoh (President, ABEST21)

**By Coordinator Prof. Dr. Ming Yu Cheng (UTAR, Malaysia)**

### **1) Project Introduction**

Prof. Dr. Ming Yu Cheng presented the proposal of the study, explained the rationale to conduct the study, highlighted the research problems and objectives as well as methodology and expected outcomes of the project. The details are contained in the PPT slides. The ultimate goal of the project is to define the humanizing concept of ABEST21, to align with Sustainable Development Goals (SDG) on Quality Education



### **Research Activities**

The project will be conducted in 3 phases:

Phase 1: Humanizing practices among ABEST21 members

Phase 2: Content Analysis from ABEST21's Self-Check Reports

Phase 3: Stakeholders' study on humanizing management

#### **Phase 1**

President Itoh informed that the total schools to be surveyed is 55:

Indonesia: 25, Malaysia: 13, Japan: 6, Thailand: 4 and Others (Singapore, USA, Russia, China): 7

The distribution of work as follows:

Indonesia: Dr. Riani, Thailand: Dr. Rapeeporn, Japan: Prof. Naoki Wakabayashi, Malaysia: Prof. Cheng  
Others: undecided

Prof. Arfah highlighted the importance to collect the narrative of humanizing from ABEST21 members. The outline of the final report should be drafted to set the framework of the study.

It is also important to do a background search on each school and to understand school's profile such as the size of the school. Therefore members are requested to do online search on university website and collect the profile information from ABEST21.

Members are requested to search the literature and prepare the draft questionnaire for Phase 1. Key questions to be included are: the meaning of humanizing to business school, practices, challenges, implications and suggestions, or way forward.

#### **Phase 2**

The Coordinator will conduct the content analysis based on the information extracted from the Self-Check Report on reported humanizing practices by 55 selected member schools. In order to do meaningful and systematic analysis, will develop the protocol and analytical framework to identify the patterns, and trends of practices.

#### **Phase 3**

The meeting agreed that research activities for Phase 3 will be discussed later.

### Research Questions

1. What does humanizing management mean to business schools and other stakeholders particularly the corporate and government sectors?
2. To what extent the business schools are incorporating the humanizing aspect into their management education?
3. What are the challenges encountered by business schools in promoting humanizing management education?

### Objectives

1. To examine the level of understanding/awareness of the concept of humanizing management education among ABEST21 members
2. To document and analyze the practices initiated at business schools in humanizing business management education
3. To identify challenges in the implementation of humanizing efforts
4. To investigate key stakeholders' viewpoint on the importance of humanizing management education

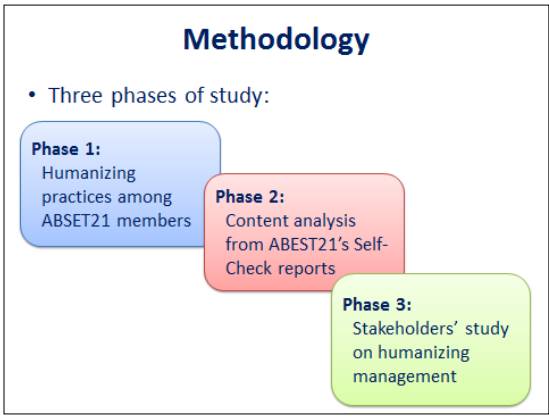
### Team Members

**Advisors:**

- President Fumio Itoh,
- Prof. Oleg Vikhanskiy
- Prof. Arfah Salleh

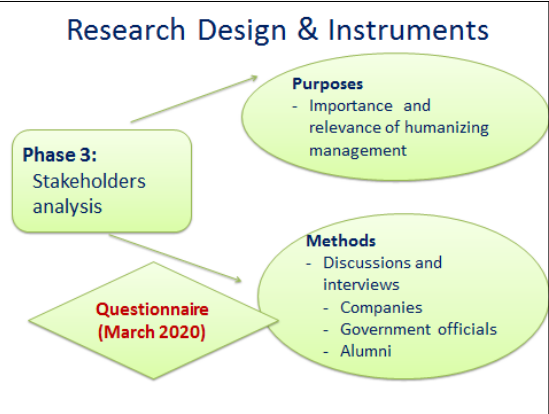
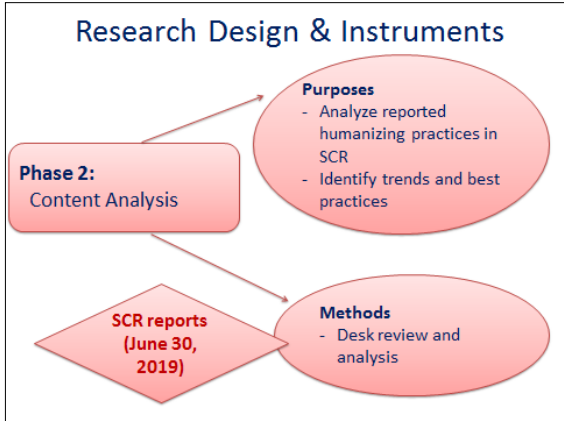
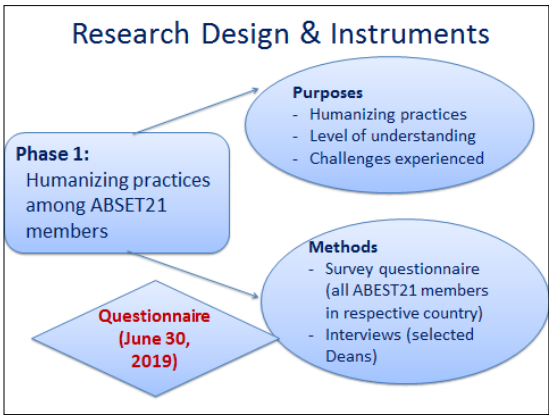
**Team Leaders:**

Japan : Prof. Dr. Naoki Wakabayashi  
 Indonesia : Dr. Riani Rachmawati  
 Thailand : Dr. Rapeeeporn Srijumpa  
 Malaysia : Prof. Dr. Cheng Ming Yu



### Milestones

April 2019	:	Formation of research team in 4 locations
May – June 2019	:	Formulate research design and research instrument
July – Oct 2019	:	Data collection for Phase 1 and 2
Nov 2019 – Feb 2020	:	Data analysis for Phase 1 and 2
March 2020	:	Preliminary research findings for Phase 1 and 2
April – July 2020	:	Data collection for Phase 3
Aug – Oct 2020	:	Data analysis for Phase 3
Nov – Dec 2020	:	Report Preparation
Jan 2021	:	Draft for publication
Feb - March 2021	:	Publication



## VI. Membership

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### 1. New Deans

**Dr. Putu Anom Mahadwartha,**

**Faculty of Business and Economics, Universitas Surabaya, Surabaya, Indonesia**

Putu Anom Mahadwartha was born on December 23, 1973. He completed his doctoral degree in 2004, with a specialization in corporate finance and investment. He has a career at the University of Surabaya since 2005, and has served as chairman of the financial sciences, and chair of the management master's program. Currently, he is the Dean of the Faculty of Business and Economics, University of Surabaya. Aside from being a lecturer and researcher, he is also a professional business trainer and business consultant. Putu Anom is also active in management and business professional organizations, and has published scientific work in several national scientific journals and international journals.



**Prof. Dr. DJOKO SUHARDJANTO**

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

Professor Suhardjanto graduated with a PhD degree in financial accounting from Curtin University Australia in 2008. His master degree in accounting was granted by University of Wollongong Australia in 1997. He was granted full professor in accounting at the Faculty of Economics and Business, Universitas Sebelas Maret in 2013. Professor Suhardjanto is also an assessor for National Accreditation Board for Higher Education (BAN-PT) for many years until now. His research interests are mainly in the areas of corporate governance and financial accounting. He has published some works in reputable journals including Asian Review of Accounting, International Journal of Monetary Economics and Finance, International Journal of Trade and Global Markets and International Journal of Revenue Management.



**Dr. Fazeeda Mohamad**

**Faculty of Industrial Management, Universiti Malaysia Pahang, Kuantan, Malaysia**

Fazeeda Mohamad is currently a fulltime senior lecturer and newly being appointed as the Dean for the Faculty of Industrial Management, Universiti Malaysia Pahang. She was previously being appointed as Deputy Dean of Academic and Student Affairs, and Quality Coordinator prior to the current post. She joined the Faculty on December 2015 after completed her PhD in Technology Management. Her first degree was Bachelor in International Business and after completing Master in Education in the year of 2002, she became a lecturer at *Politeknik Merlimau* and *Politeknik Sultan Haji Ahmad Shah* under the Hospitality Department (2003-2005) and Commerce Department (2005 – 2015).



Academically, she has taught courses under Business Management and Logistics and Supply Chain Management such as International Business Environment, Customs and Procedures, International Transports, Industrial Logistics, Supply Chain Management and Project Management.

Her area of research interest includes Business Performance, Data Envelopment Analysis, Discrete Event Simulation, System Dynamics and Logistics and Supply Chain Management. Since joining UMP, Fazeeda actively involves in consultancies and research projects such as Halal Gelatin, Halal Supply Chain Using Block Chain Technology, Market Study on Agarwood Oil Industry and also becomes the panel for business research presentations. She has recently published a book entitled 'Wonders of Oud', which covers both scientific and business aspects, as well as regulations in regards to the potential use of Oud as an alternative medicine.

In her career, the creation of students' excellence in knowledge with outstanding characters is one of her aspiration. She believes both knowledge and characters are mutually exclusive and all students need to possess both in order to create well-balanced graduates in mastering not only certain knowledge and skills, but also in being humble and ethical citizens. In her personal life, she enjoys being around with family, travelling and meeting new people. Her principle in life is, *'honor others and you will be honored'*.

She also loves to contribute to the community and environment. She involves with several number of CSR projects such as Turtle Conservation Projects and Beach Cleaning, ILMU Teaching Community, CSR activity with Indigenous Community and Soup Kitchen for the Needy.

### **Prof. Munenori NAKASATO**

#### **Graduate School of International Management, Aoyama Gakuin University, Japan**

青山学院大学大学院国際マネジメント研究科（通称：青山ビジネススクール、ABS）は、1990年に設立された国際政治経済学研究科国際ビジネス専攻を前身とするビジネススクールです。日本の私立大学では初めて夜間に社会人に対しビジネスの専門教育を行う大学院として設立されました。まもなく創立30年を迎えます。青山ビジネススクールは、「社会的責任（Social Responsibility）を果たし、地球市民（Global Citizen）として活動する創造的リーダー（Creative Leader）の養成と、時代をリードする研究活動を通して、豊かな未来を切り拓くことに貢献する。」ことをミッションとしています。これまでに2,300名を超えるMBAホルダーを社会に送り出し、今も250名を超える学生にビジネス教育を行っています。これからも前進し続ける青山ビジネススクールをどうかよろしく願いいたします。



略歴：1998年に東京工業大学大学院理工学研究科経営工学専攻修了、工学修士。専門はファイナンス。1988年から東京工業大学工学部助手、1993年から青山学院大学国際政治経済学部専任講師、1998年から同助教授、2001年から同大学大学院国際マネジメント研究科助教授、2004年から同教授。2000年から2001年までミシガン大学ビジネススクール客員研究員。2019年より国際マネジメント研究科研究科長。

## 2. New Member Schools

### **School of Business, Western Sydney University, Australia**

The School of Business at Western Sydney University delivers undergraduate programs at three campuses: Parramatta City (being the primary campus), Campbelltown and Bankstown, all located in Greater Western Sydney (GWS). The GWS area has a population of over 2.5 million, representing over 170 nationalities, and with an economic output of over \$104 billion.

The School of Business is committed to actively engaging with the GWS community and industry – by way of engaged research, sponsorship and placement of students in internship opportunities and work integrated learning. The School partners with large, multinational companies; Federal, State and Local government; GWS Business Chambers; national organisations; small to medium business enterprises (SMEs) and social enterprises.



Our students connect with industry internships and work integrated learning which explicitly supports student objectives in the transition to labour markets. At undergraduate level, capstone units typically comprise a discipline focused, client based project with an industry partners. Findings are presented to the client organisations at the culmination of the units, at a showcase event. Students also have the option of an internship.

The School's primary location in the heart of the Parramatta business district further supports its engagement with government, community and business enterprises. Student enrolment currently sits at just under 5,000 undergraduate and just over 1,000 postgraduate students. Faculty comprises 96 full time equivalent academic staff with discipline areas grouped into Accounting; Economics, Finance & Property; Human Resource Management & Management; Hospitality, Marketing, Sports Management & International Business.

Our courses are developed in consultation with industry and are in many instances accredited by peak professional bodies for those disciplines.

Postgraduate students in two year courses, such as the Master of Business Administration, choose a 20 credit points capstone unit that provides learning experience of either negotiating a business project in their area of industry interest, an industry-based internship or creation of a start-up project. The Master of Business Administration currently has 13 specialisations ranging from Business Analytics through to Finance & Investment, or Logistics and Supply Chain Management.

The School is currently in the process of achieving accreditation with the Association to Advance Collegiate Schools of Business (AACSB). Only five per cent of business schools worldwide have achieved AACSB accreditation.

The School's research program has been enriched this year with the establishment of Priority Research Initiatives with three-year funding, together with a Small Projects Grants Scheme supporting 11 new projects. We are also actively encouraging a visiting scholars program and supporting publication for PhD students.

The School of Business is committed to conducting leading edge research, resulting in the creation of new knowledge that enriches our teaching, fosters social and economic outcomes and has relevance and importance locally, nationally and internationally.

The strategic context for research in the School of Business is provided by Western Sydney University's strategic plan Securing Success, which is centred around a core objective of being a

distinctively student-centred university. A key platform to support this goal is WSU's 'ambition as a vibrant research-led university with regional, national and global impact'. The University aspires to translate research into meaningful outcomes for industry, business, government, community and education partners within four interdisciplinary themes: Urban Living and Society; Health and Well-being; Environmental Sustainability, and; Education, Access, Equity, Pathways and Aspirational Change.

The School is led by its Dean, Prof. Amir Mahmood and a dedicated Executive Team comprising the Deputy Dean, Associate Prof. Meg Smith, Directors of Academic Programs, and Director Undergraduate and Director Postgraduate programs.