



# 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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On May 25, Prime Minister ABE Shinzo lifted the state of emergency concerning the novel coronavirus in all areas. But, Tokyo Gov. Yuriko Koike said that "I want to protect the capital of Tokyo. ...The measure would extensively cover places where the so-called "Three Cs" are likely to be seen—closed places with poor ventilation, crowded places and conversations in close proximity."

We wish you the best of health, and hope everything will be back to normal soon.



## ABEST21 Office Report

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### April

- ・ 07<sup>th</sup>: 新型コロナウイルスに関する緊急事態宣言を7都府県に発令、外出自粛要請

### May

- ・ 20<sup>th</sup>: 第1回 online Accreditation Seminar II を開催
- ・ 25<sup>th</sup>: 緊急事態宣言の全面解除
- ・ 26<sup>th</sup>: 第2回 online Accreditation Seminar II を開催
- ・ 28<sup>th</sup>: 第3回 online Accreditation Seminar II を開催

### June

- ・ 04<sup>th</sup>: 第4回 online Accreditation Seminar II を開催

## I. Member's Voice for Tomorrow-No. 2

### 1) "Collaboration between Business School and Industry"

**Prof. Dr. Ir. Sudarso Kaderi Wiryono, DEA**

**School of Business and Management, Institut Teknologi Bandung, Indonesia**

**ABEST21 Vice President**

At SBM ITB, we believe that the balance between academic and professional engagement is one of the most important aspects a business school should provide for their students. We ensure that our students can connect their academic and professional experiences in meaningful ways, consistent with the degree program type and learning goals. Regarding student professional engagement, SBM ITB maximizes the connection with business practitioners and industry partners by involving them in SBM ITB programs. By relating the student learning to practical experience, SBM ITB aims to enhance student engagement and also broaden their mindset at the same time. Our programs are designed to bring benefits for both parties, our school and industry partners.



Let me briefly describe several collaboration programs between SBM ITB and our industry partners.

**Guest Lectures and Company Visits.** To promote student professional engagement, every course at SBM ITB can have guest lecture sessions and company visit activity each semester. The guest lecturer program focuses on people in the industry who have a prominent experience in the topics or the inviting course. In choosing the guest lecturer, SBM ITB focuses on the relevancies between the topics and the expertise to ensure student learning. SBM ITB also conducts some company visits to strengthen the collaboration with our industry partners, while at the same time, give the students some industry exposure. These activities broaden the students' insights into actual situations within various industries. Each year, SBM ITB conducts more than 200 guest lecture sessions and company visit activities, impacting more than 3,400 students.

**Business Immersion.** The business immersion program promotes the professional engagement of SBM ITB students. They are challenged to work in an actual environment to solve real problems in the industry based on their knowledge. Students also have the opportunity to align their business immersion program with their thesis/final project. After completing their study, many of them are hired by the company. Currently, we have more than 140 industry partners for this program. These partners will open an internship program for SBM ITB students every year and the students can choose the company based on their concentrations and interests.

**Business Case Development.** In providing business cases, SBM ITB uses cases from prominent academic business case providers, such as Harvard Business Review, Ivey Business School for global cases, and Asian Case Research Center for the regional cases. For the local cases, SBM ITB collaborates with enterprises and start-up businesses. SBM ITB houses the Indonesia Business Case Center (IBCC), a business case publisher that actively develops local business cases for teaching purposes at SBM ITB and our industry partner's corporate university. On many occasions, our industry partner not only provides the cases but at the same time also comes to the class as a guest lecturer. Recent guest lectures at the MBA program combined with the business case were given by

Achmad Zaky, CEO of Bukalapak (Unicorn from Indonesia) and Diajeng Lestari, CEO of HIJUP. By meeting the CEOs in person, the case discussed in the class becomes more dynamic and realistic since the discussion will involve the CEOs themselves.

**Student Career Development.** SBM ITB has a unit called Career Service, Alumni & Industrial Relations (CAI) that assists students in starting their career by providing career counseling, workshops, and information on job vacancies. Regarding career counseling activities, the CAI helps students to gain a better understanding of their potential and possible careers. On average, the CAI organizes four training sessions per year to help students to consult with employers to start their professional career. Other than training, the CAI also conducts two workshop/seminar sessions annually, namely: leader's forum and alumni talks, presenting industry-based practice and alumni success stories. We allow our industry partners to share their job vacancies through SBM ITB mailing list and internal communication media, and even help them to post the vacancies throughout the university. Together with our industry partners, CAI conducts employee recruitment at SBM ITB. Business school and industry collaboration are very important for a business school since it's giving a lot of benefits not only for our students but also to our institution. This relationship also acts as a channel for our research programs and our alumni.

**About the Author.** Sudarso Kaderi Wiryono is the Dean of the School of Business and Management at Institut Teknologi Bandung (SBM ITB), Indonesia for the last 10 years. He is also a Professor of Risk Management at SBM ITB which was the first school accredited by ABEST21 using Academic Unit-based Accreditation System. Sudarso serves as the Chair of ABEST21 Accreditation Committee. He received his undergraduate degree in industrial engineering from Institut Teknologi Bandung and his master & doctoral degree from Universite d'AIX-Marseille III, France.

## 2) "Collaborating with Industries in the School's Management Education"

**Acting Dean Dr Beta Y. Gitaharie,  
Faculty of Economics and Business, Universitas Indonesia :**

"The mission of FEB UI is to contribute to the development of knowledge in economics and business, prepare future leaders to be socially responsible and able to deal with changes in the global environment. This mission establishes FEB UI as an educational institution that is inseparable from the stakeholders, especially users of our graduates, among others the industries. Close communication with the industries has to be developed and maintained, for both sides to understand each other's needs and therefore being able to fulfil these needs and to come up with positive contributions to the society."



**Rofikoh Rokhim, PhD., Director of MM/MBA Program**

"For FEB UI Master of Management program (MM FEB UI), collaboration with the industry means a continuous relationship and cooperation between us and the industry, which is in line with our mission "to provide an industry-linked and globally connected business and management education for the future leaders."

This collaboration is important and becomes one of the references for MM FEB UI in developing curriculum, for the students need to understand the



real conditions of the industries in order to contribute to the society.

Various activities linked to the industries have been conducted, including mentoring of students by top management of BUMNs (State Owned Companies), MNCs and private companies; knowledge sharing in classes and seminars or webinars by top management of BUMN, MNC and private companies; Company Visits; and collaborative research and consultations.

Some of the more specific activities include: actively participating in the international management network such as GNAM (Global Network for Advanced Management), collaborating with top universities in the world as part of the joint degree partnerships, managing Executive Education Program, conducting Global Field Study for students, and conducting Business Coaching program. Over time we have also developed strong relationships with the association of actuaries, the capital market association, the aviation industry, the banking industry, and the Sharia Banking and Investment.

A strong link with the industries helps us to improve our quality of learning, research, and community engagement. Our Advisory Board that includes top leaders of the industries advises us on learning activities and curriculum. In our curriculum review, we also invited the industries and associations' top management to give input and recommendations. Finally, we also have practicing academics among our lecturers.

Beyond the Covid-19 pandemic, we see that this collaboration will continue to grow even stronger. As the new normal develops, industries and educational institutions will need to work closely together to find the best way for the educational system to provide the industries with the best talents to navigate the changing environment and strive to deliver the best to the stakeholders and society. (hjtp)

## II. ABEST21 President's Note-No. 42

### “online Education”の導入について

新型コロナウイルスの感染拡大による長期休校中に、ICT(情報通信技術)を活用したオンライン教育が導入されてきた。経済、社会、文化のグローバル化の時代においては、戦後の教育による〇か×かの二者択一的な思考方法に依るのではなく、積極的な発想によって多様な教育方法がもっと工夫されてきてもいいのではないかと思う。我々の認証評価基準においても「遠隔教育」の取組についての自己点検・評価が求められている。

筆者は、青山学院大学国際政治経済学部在職していた1992年に、国際政治経済学研究科国際ビジネス専攻教育のグローバル化のために、カーネギーメロン大学(Carnegie Mellon University)ビジネススクールを訪問した。当時、日本では情報通信技術の加速度的な進展により、各大学で情報通信教育研究環境の整備が進められ、オンライン教育等が行われ始めてきた。それは「時間」を同一にし



て「空間」を異にする場合の教育であって、グローバル化に対応した異なる「時間」と「空間」とを超越したものではなかった。教育のグローバル化を推進していくためには、東京から約 13,000km 離れ、14 時間の時差がある米国・ピッツバーグ市に設置されているカーネギーメロン大学とゼロ・タイムで授業をしていくことが不可欠と考え、「時間」と「空間」を超越したの国際合同授業 (Global Classroom) の実現に取り組んだ。その結果、1994 年 10 月に「グローバルクラスルーム国際会議」(写真) を開催し、Global Classroom を推進していく国際協力体制を形成した。

しかし、今日のオンライン教育の普及は新型コロナウイルスの感染拡大によって休校中の授業をどう補完していくかのために導入されてきたものである。それも結構であるが、この機会にそれが唯一の方法であると消極的な対応に終始するのではなく、生徒・学生の多様なニーズに応えた教育方法の開発機会と捉えていってもよいのではないであろうか。

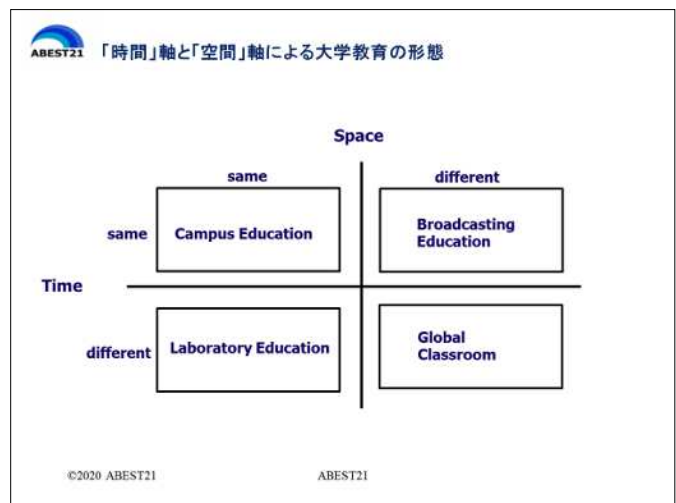
当時はカーネギーメロン大学と本研究科との間では通常の教員及び学生の国際交流が定期的に行われていたにすぎなかった。情報通信技術を活用しての多様な教育方法の開発にまで考えが及ばなかった。しかし、1991 年に、カーネギーメロン大学の故井尻雄士教授のアドバイスにより、情報通信技術を活用した教育方法を学ぶべくカーネギーメロン大学を訪問することにした。Deputy Dean Ilkae Baybars 教授によりキャンパスで行われていた二つの革新的な教育方法を紹介された。その一つは情報通信技術をフルに活用して行われていた国際ビジネス・シュミレーション教育の“Management Game”の授業であった。それは仮想国際競争市場で「腕時計」の製品の経営を競う“Management Game”の授業で、パソコンをフルに活用してインターネット上で企業経営を学ぶ授業であった。第二の授業は、学生を投資家と見立てて学生の PC をインターネットで接続して仮想証券市場を構築して行われていたファイナンス教育の“Financial Analysis and Security Trading (FAST)”の授業であった。特に、案内された FAST の授業はビジネススクール棟の前に駐留されていた 2 台の自動車トレーラーの中で行われ、そのトレーラー教室では机上の PC が無数の回線で接続され仮想証券市場が構築されていた。この FAST の授業は、Professor Sajay Srivastava と Professor John O'Brien とによって開発されたファイナンス教育システムで、こういう教育方法もあるのかと驚くばかりであった。両教授はわれわれに太平洋上に仮想国際金融市場を構築してファイナンス教育をしないかと持ち掛けてきた。準備の困難さをも知らずに彼らの熱意に負けて「やりましょう」と即答したことだけを覚えている。

実際に、東京とピッツバーグを接続するには通信衛星を使うか、ISDN 回線を利用する方法しかなかった。音声、画像、文字の送受信には通信衛星は最適であるが経済的負担がかかりすぎた。それで、カーネギーメロン大学との協議により ISDN 回線を 3 回線使用して行うことになった。これにより「時間」と「空間」の異なる東京とピッツバーグとがゼロタイムで結ばれ、国際合同授業が開講されることになった。東京の学生は東京にしながらカーネギーメロンの授業を受け、また、カーネギー・メロンの学生は、ピッツバーグにしながら東京の学生と一緒に授業を受けるというものであった。東京が土曜日の朝そしてピッツバーグが金曜日の夜の授業で、3 ヶ月間にわたって 12 回の授業が行われた。



カーネギーメロン大学の故井尻雄士教授はこの国際合同授業を“Global Classroom”と命名された。

従って、教育方法は「時間」と「空間」の同一性と相違性によって四つの教育方法に分類されてくる。第一は「時間」と「空間」が同一である“キャンパス教育 (Campus Education)”であり、第二は「時間」が同一で、「空間」が相異なる“放送教育 (Broadcasting Education)”で、第三は「空間」が同一で「時間」が相異なる“ラボラトリー教育(Laboratory Education)”である。そして、第四が「時間」と「空間」が異なる場合の“グローバル・クラスルーム (Global Classroom)”の教育である。



今日、教師と家庭の生徒・学生を結んで行われているオンライン教育は、「時間」が同一で

「空間」が異なる放送教育の一類型である。要は緊急事態に直面して対面キャンパス教育の代替案としてオンライン教育を導入せざるを得ないという消極的な発想ではなく、生徒・学生の様々なニーズに応えられうる多様な教育方法をこの際開発していく積極的な取組があってもよいのではないであろうか。経済・社会・文化のグローバル化は、ただグローバルスタンダードに従えばよいというのではなく、異文化圏の多様な価値観を持つ文化的背景を異にする学生が相互に行き交うスクランブル交差点のようなキャンパスの形成に努めていかなければ、グローバル化に対応できないのではないであろうか。4月入学か9月入学かの〇か×かの議論をするのではなく、サミュエル・ハンチントン(Samuel P. Huntington)が「文明の衝突 (“The Clash of Civilizations and The Remaking of World Order”1996)」の著書で述べているように、グローバル化による個人主義化に対応していく多様性の理解が求められている現代ではないかと思う。(ABEST21 理事長 伊藤文雄)

### III. General Information

#### 1. 「掲示板」の設置について

新型コロナウイルスの感染拡大の事態に直面して、会員校との意思疎通を円滑にいくために、ABEST21 ホームページに会員専用の「掲示板 (Bulletin Board)」を設置いたしました。ご利用ください。認証評価関係のニュースだけでなく、すべてのABEST21の活動についての連絡事項を随時掲載していく予定です。



#### 2. online “Accreditation Q&A” Section の開設について

Accreditation Seminar Iは、すでに対面により実施してきたが、4回にわたる Accreditation Seminar

IIの結果、online Seminarにはメリット・デメリットがあり、その限界を解決していくためにonline "Accreditation Q&A" Section を開設することにいたしました。開設曜日と時間は火曜日と木曜日の15:00-17:00(東京時間)で、事前の申込を必要といたします。

## IV. Assessing Today for Tomorrow

### 1. The online ABEST21 Accreditation Seminar II の実施について

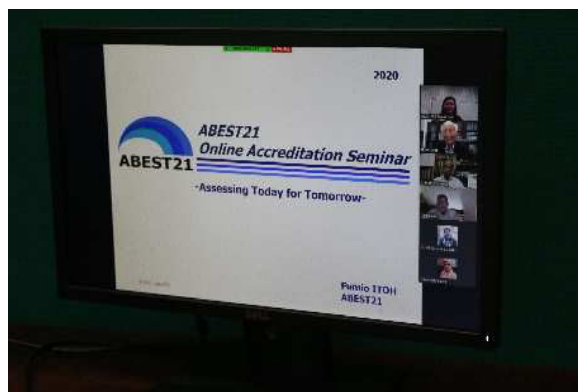
COVID-19 pandemic の感染拡大に伴う渡航制限や密接禁止により、2020年度予定の対面でのAccreditation SeminarIIの実施が不可能となりました。しかし、各大学においては認証評価の受審作業は進められていますので、この度online, real-time and teleconference systemでAccreditation SeminarIIを実施することにいたしました。

第1回online SeminarIIは、2020年5月20日(水)、15:00-16:00(日本時間)、マレーシアのUniversiti Tunku Abdul Rahman (UTAR)に対してABEST21理事長ABEST21(Tokyo)より"Self-Check/Self-Evaluation Report (SCR)"についてのアドバイスがなされました。

第2回online SeminarIIは、2020年5月26日(火)、15:00-16:00(日本時間)に、ABEST21理事長とマレーシアのDr. Siti Zaleha Shahak (Universiti Teknologi MARA)が講師を務め、日本-マレーシア-インドネシアの3ヶ国を結んでのセミナーを実施いたしました。参加校は10校で12名の参加者がありました。

第3回online SeminarIIは、2020年5月28日(木)、15:00-16:00(日本時間)に、ABEST21理事長とタイのDr. Danaipong Chetchotsak (Khon Kaen University, Khon Kaen)が講師を務め、日本-タイ-マレーシア-インドネシアの4ヶ国を結んでの受審10校の13名の参加者に対してオリエンテーションがなされ、活発な質疑応答がなされました。

第4回online SeminarIIは、2020年6月4日(木)、15:00-16:00(日本時間)に、日本、マレーシア、インドネシア、シンガポールそしてタイの5ヶ国を結んでonline SeminarIIを実施いたしました。ABEST21理事長とタイのDr. Danaipong Chetchotsak (Khon Kaen University) が講師を務め、QISとKAIZEN Report、および前回のセミナーで質問された問題についての補足説明がなされました。今回は、Microsoft Teamsのシステムを利用したセミナーで、前3回



のセミナーで使用してきた Zoom との比較を行いました。

## 2. “Accreditation Advisor System”について

ABEST21 Accreditation Advisor System について下記の先生方のご協力が得られましたのでお知らせいたします。このシステムの利用者は 2020 年受審校で、アドバイザーの指導を受けられる期間は「認証評価申請受理」から「SCR 提出」のまでの期間です。システム利用希望校は所定の書式に従った「Accreditation Advisor System」利用申込書を提出し、「Accreditation Advisor System」に登録しなければならない。2020 年度のアドバイザーは下記の先生方です。

### Indonesia

Prof. Dr. Candra Fajri Ananda, FEB-Universitas Brawijaya  
Prof. Dr. David Paul Elisa Saerang, FEB-Universitas Sam Ratulangi  
Dr. Dodie Tricahyono, SEB-Universitas Telkom  
Prof. Dr. Gagaring Pagalung, FEB-Universitas Hasanuddin  
Prof. Dr. Satria Bangsawan, FEB-Universitas Lampung  
Dr. Sri Gunawan, FEB-Universitas Airlangga  
Prof. Dr. Utomo Sarjono Putro, SBM-Institut Teknologi Bandung

### Malaysia

Dr. Fathyah Hashim, GSB-Universiti Sains Malaysia  
Prof. Dr. Jaafar Pyeman, AAGBS-Universiti Teknologi MARA  
Dr. Siti Zaleha Sahak, AAGBS-Universiti Teknologi MARA

## 3. online Peer Review Visit の実施について

COVID-19 pandemic の感染拡大により、Peer Review Visit は online で実施せざるを得なくなりました。これまで、4 回にわたる online Accreditation Seminar II の実施により、online 実施の有効性とその限界を学習してきました。また、online ソフトにはいろいろあり、それらを試用しその国の利用状況により判断していかなければならないことをも学びました。その結果、実施方法を確認しその手引きを作成中です。

## V. Global Knowledge Network

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### 1. 学校会員の新代表者 (New Deans) の紹介について

#### Dean Professor Dr. TODA Keiichi

#### Graduate School of Management, Kyoto University, Kyoto, Japan

“Since April 2020, I work as Dean of Graduate School of Management, Kyoto University. I will make every effort to contribute to the development of our graduate school.

The Graduate School of Management, Kyoto University (GSM-Kyoto) was established in April, 2006 in Kyoto, the ancient capital where tradition and innovation are continuously assimilated. GSM-Kyoto aims at human resource development for highly professional management. Since GSM-Kyoto was founded, it has developed a unique educational system that draws upon the latest research in management, as well as advanced and specialized business practices. Especially, it has focused on



the issues and their potential solutions for global and sustainable society in the 21<sup>st</sup> century.

GSM-Kyoto is home to highly specialized professors and professionals in various fields such as Economics, Management, Engineering and Informatics. They collaborate to offer unique educational programs to students and contribute the development of innovative research broadly and deeply.

I also work for the Graduate School of Engineering. My major fields are River Basin Management, Urban Flood Control and Underground Space Management in the area of Civil Engineering. I would like to contribute to the integration of different research areas in relation to these studies.”



**Dean Professor Dr. Utomo Sarjono Putro**  
**School of Business and Management, Institut Teknologi Bandung, Bandung, Indonesia**

Utomo Sarjono Putro, the Professor of Decision Making and former Vice Dean for Academic, has been appointed Dean of School of Business and Management, Institut Teknologi Bandung (SBM ITB), effective June 2, 2020. Prof Utomo was born in Solo on January 23, 1968. He studied Industrial Engineering at Institut Teknologi Bandung, then continued the Master and Doctoral Program in Decision Science at the Department of Value and Decision Science, Tokyo Institute of Technology, Japan.



Prof Utomo has played an active leadership role at SBM ITB, including as chair of the school senate, director of the undergraduate program, Vice Dean for Resources, and Head of Decision Making and Strategic Negotiation Research Group. He focused on research in decision systems science, systems modelling for policy development, negotiation, and agent-based modeling, while leading the research group unit and amplifying the impact of the group research outputs.

At the international level, Prof Utomo served as a Secretary of Indonesian National Member Organization of International Institute of Applied Systems Analysis (IIASA), Austria (2013-2015), and currently is an active member of the ABEST21 Peer Review Team. At the national level, he contributed to the Indonesian government as an expert team for the president's workforce in the field of control and supervision development (UKP-PPP, 2013-2015), and currently serves the higher education ministry at the national committee for systems analysis application. Over the years, he has built strong ties to the industries which were proven to be beneficial and represented by the increasing research funding and valuable collaborations.

As a school in the leading science and technology Institute (ITB), SBM has an important role as a driving force in accelerating the technopreneurship development in ITB, through the establishment of the collaborations across ITB faculties, schools, and units. The collaboration with industries, government, societies, international universities, and other stakeholders also will need to be enhanced to support experiential learning, foster innovation and produce world class graduates. This

effort is to achieve the SBM Mission, "To educate students to be innovative leaders with an entrepreneurial mindset and to develop and disseminate knowledge of business and management for the betterment of business, government, and society". ABEST21 will be playing an important role in helping SBM ITB to achieve its mission.

Currently we are facing unprecedented challenges, given the pandemic crisis. However, it is an opportunity to remake the institutions, bringing them up to the "next level" to meet the future changing demands. By strengthening the foundation in the business and management field, SBM ITB will expand its international partnership, and Prof Utomo is inviting all the fellows in the higher education system to collaborate in the following years ahead for re-shaping the post-pandemic higher education landscape.

**Dean Retno Agustina Ekaputri, Ph.D.**

**Faculty of Economics and Business, University of Bengkulu, Bengkulu, Indonesia**

Retno Agustina Ekaputri PhD., was born on August 3<sup>rd</sup>, 1962 in Yogyakarta, Indonesia. She received her bachelor degree in Economics from the faculty of Economics and Business, Gadjah Mada University, in 1985. She earned her Master degree (1988), and Doctorate degree (1996) from The University of Tennessee at Knoxville, Tennessee, USA. She received an honour from Gamma Sigma Delta honorary society in Agriculture during her graduate study. She worked for several public institutions, serving as a consultant for the Minister of National Development Planning (1997 to 1998), consultant for Asian Development Bank on Microfinance Project (1998-1999), consultant for the World Bank on Bengkulu Regional Development Project (2000 to 2005), consultant for Small and Medium Enterprises at Central Bank of Indonesia (2006 to 2015). Her positions in the Bengkulu University were: coordinator of Graduate Program in Economics (2015 to 2017), Department Head of Economics Development (2017-2019), and in February 2020 she became the Dean of The Faculty of Economics and Business.



**Dean Prof Bramantyo Djohanputro**

**PPM School of Management, Jakarta, Indonesia**

Prof Bramantyo Djohanputro serves as the Dean of PPM SoM, Jakarta, Indonesia from January 2020 and as the Executive Director of PPM Manajemen, Jakarta, Indonesia from 2016.

Prof Bram is deeply involved in education, research, and community development under PPM SoM and its affiliates, mainly in the fields of F.G.R.C., that stands for finance, governance, risk, and compliance. His involvement has led him to be awarded Professor by the Ministry of Education and Culture, Indonesia, on June 2019.

He also takes several roles in various organizations, such as Chairman of the Board of Commissioner of PSU, Co, Ltd.; member of Risk Committee, FPG Indonesia, Co. Ltd.; Vice President of Ethics and Governance of Indonesia Global Compact Network; and member of Supervisory Board GM Publishing Foundation. He has an extensive



experience as academician as well as practitioner for the past 18 years, and has been working with various stakeholders; government, corporation, CSOs, international organization. Prof Bram currently also leads the 4<sup>th</sup> pillar/Principle 10 of UN Global Compact: anti-corruption, a pillar that encourages businesses to work against all forms of corruption in supporting the achievement of SDGs, especially SDG 16.