



# ABEST21 e-News

**No.110, September-October 2020**

**ABEST21 International**

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

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**Editor: ITOH Fumio**

"Due to the spread of the COVID-19 pandemic, we have conducted all meetings online for avoiding the so-called "Three Cs" -- **C**losed places with poor ventilation, **C**rowded places and conversations in **C**lose proximity."

## **ABEST21 Office Report**

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### **September**

- 1<sup>st</sup> : Conducting online PRV for Universitas Bengkulu, Indonesia
- 2<sup>nd</sup> : Conducting online PRV for Universitas Islamic Indonesia, Indonesia
- 3<sup>rd</sup> : Conducting online PRV for Universitas Islamic Indonesia, Indonesia
- 7<sup>th</sup> : Conducting online PRV for Universitas Jenderal Soedirman, Indonesia
- 8<sup>th</sup> : Conducting online PRV for Universitas Jenderal Soedirman, Indonesia
- 10<sup>th</sup> : Conducting online PRV for Universitas Udayana, Indonesia
- 11<sup>th</sup> : Conducting online PRV for Universitas Udayana, Indonesia
- 14<sup>th</sup> : Conducting online PRV for Universitas Airlangga, Indonesia
- 15<sup>th</sup> : Conducting online PRV for Universitas Airlangga, Indonesia
- 16<sup>th</sup> : Conducting online PRV for Universitas Islam Sultan Agung, Indonesia
- 17<sup>th</sup> : Conducting online PRV for Universitas Islam Sultan Agung, Indonesia
- 21<sup>st</sup> : Conducting online PRV for Universitas Andalas, Indonesia
- 23<sup>rd</sup> : Conducting online PRV for Universiti Tunk Abdul Rahman, Malaysia
- 24<sup>th</sup> : Conducting online PRV for Universiti Tunk Abdul Rahman, Malaysia
- 28<sup>th</sup> : Conducting online PRV for Institut Pertanian Bogor University, Indonesia
- 29<sup>th</sup> : Conducting online PRV for Institut Pertanian Bogor University, Indonesia
- 30<sup>th</sup> : Conducting online PRV for Universitas Indonesia, Indonesia

### **October**

- 1<sup>st</sup> : Conducting online PRV for Institut Teknologi Bandung, Indonesia
- 5<sup>th</sup> : Conducting online PRV for Universitas Telkom, Indonesia
- 6<sup>th</sup> : Conducting online PRV for Universitas Telkom, Indonesia
- 8<sup>th</sup> : Conducting online PRV for Kyoto University, Japan
- 9<sup>th</sup> : Conducting online PRV for Kyoto University, Japan

- 12<sup>th</sup> : Conducting online PRV for SBI Graduate School, Japan
- 13<sup>th</sup> : Conducting online PRV for PPM School of Management, Indonesia
- 14<sup>th</sup> : Conducting online PRV for PPM School of Management, Indonesia
- 16<sup>th</sup> : Conducting online PRV for Universitas Surabaya, Indonesia
- 27<sup>th</sup> : Conducting online PRV for Universitas Malaysia Pahang, Malaysia
- 29<sup>th</sup> : Conducting online Workshop for Assuring the Quality of the Online Lectures

## **I. General Information**

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### **1. ABEST21 President Note-No. 44**

#### **-On "the Online Peer Review Visit (PRV)"-**

The Peer Review Visit (PRV) as part of the ABEST21 Accreditation process traditionally took place on the campus of the applicant school visited by the Peer Review Team(PRT). However, due to the spread of COVID-19, we were forced to conduct the PRV online. Originally, the PRV for 2020 was planned to start in September. We were settling the visit dates for 21 schools in Japan, Malaysia, and Indonesia. When we had to give up actual visits and shift to virtual visits because of COVID-19, it became inevitable for us to do many tests to prepare for online visits. We started the tests in May and went through many trials and errors. Thanks to the knowledge and experience acquired through these tests we were able to complete the entire online PRVs which started in September and finished on November 5, 2020. This Note summarizes the lessons learned from the online Peer Review Visit (PRV).

To start with, ABEST21 held "online Accreditation Seminar" 9 times during May, June and July, 2020. In addition, in August we held "online PRT Training Seminar" 7 times in total. Through these seminars we were able to understand the limitations as well as usability of online meetings. Under the COVID-19 pandemic, it is truly due to this seminar experience as well as ABEST21 Global Knowledge Network that we succeeded in international online PRVs that were done for 19 schools until now.

The international online PRV developed by ABEST21 consists of 2-day 6-hour review as a model. Apart from interviews, the review includes online visit tour of education research facilities, which requires development of a systematic comprehensive evaluation.

As you all know, the online PRV cannot be realized merely with an ordinary online meeting system. It is not a matter of technology, but of using this technology. First of all, the objective of the online PRV must be clarified. If the purpose is not shared among the parties concerned, the PRV will end up in contentless formality. Therefore, prearrangement within the Peer Review Team is essential. If you participate in the online PRV without any preparation to discuss the issues, it will be meaningless, leading to deterioration of review quality. Online PRV is one of the elements of the Peer Review System and needs to be related to the other elements to function properly.

The second point is "time", "space" and "position" of conducting the online PRV. As for "time", we have the issue of "starting time" and "length of review". Especially for an international online PRV, the time differences between countries must be considered, which will affect the "length of review time". Particularly whereas the time difference in Asia is only an hour or 2 hours, if a member participates from Pittsburgh, U.S.A., it will be very late at night when Tokyo time is 3 p.m. Also, the

“length of review” is important because there is a limit in the length of human’s ability to concentrate. Since fixing eyes on the screen for a long period of time is biologically impossible, an appropriate time length to maintain a good communication during the online PRV must be considered.

Moreover, the “environment” for the online PRV must be maintained. Since the school campus is closed, PRT members and participants from the applicant school join the PRV from various places or environments. It is now common to use the virtual screen to hide the background so we do not know where the participant actually is. There are cases where voices are not easily heard, or the video transmission is unstable, which makes it difficult to keep up communication during the review. In particular, since the review includes interviews with various stakeholders, maintaining the review environment becomes a key issue. To avoid these problems, ABEST21 stipulated the Working Rules for “Orderly Online PRV,” disseminated the rules to the parties concerned, and with the cooperation from 19 schools, we successfully completed the online PRV as planned. In fact, participants who could not comply to these rules were asked to leave the Zoom room.

For these Working Rules to function properly, mutual understanding among ABEST21 as a coordinator of the Zoom room, the Peer Review Team, and the applicant school is a must. Committing to these rules will form the environment for the online PRV to be practiced smoothly. Merely using video conference system does not ensure a good online PRV.

Lastly and most importantly, the target of review for the online PRV must be clarified, and the system to complete the review within the limited amount of time must be structured. That is to say that the position of the online PRV within the Peer Review System is made clear, and the Peer Review Process is shared among all parties concerned. When these are made possible, the role of the online PRV is understood by the applicant school and combined efficiently with the Desk Review. Under such circumstances, review for accreditation can be realized even under the COVID-19 pandemic. (ITOH Fumio, President)

## **2. “Member’s Voice for Tomorrow”-No. 4**

**Dean Professor Dr. Azlan Amran**

**Graduate School of Business, Universiti Sains Malaysia, Malaysia**

On behalf of the Graduate School of Business (GSB) Universiti Sains Malaysia, I congratulate ABEST21 on its gradual rise to prominence over the years. So much has changed in the last couple of months. It has indeed been a difficult and challenging time for everyone. As the world comes to terms with the scale and severity of the COVID-19 pandemic, the health of the global population is rightly taking priority over education for the time being. As Dean, I want to express my gratitude to all of our students, faculty, staff and alumni for adjusting to the challenges of this rapidly evolving and uncertain time and for rising to the moment as members of a community dedicated to promoting, protecting and prolonging health.



Formally established in November 2008, GSB’s aim is to fulfil the needs of industry and to promote and nurture business sustainability in Malaysia, specifically in the Northern Region. With a vision of becoming a reputable business school for a sustainable tomorrow,

we at GSB believe that businesses must generate positive economic outcomes together with promoting the wellbeing of society and preserving the environment. To thrive in this ever-evolving reality, where Asia is the central growth engine, the world needs business leaders with the relevant knowledge and skills needed to drive business sustainability. At GSB we have embraced this challenge in the way we teach, share knowledge and conduct research. Our core endeavour remains clear – we seek to provide transformative education, to groom the next generation of leaders to become agents of positive change, and to cultivate a strong research culture relevant to the needs of academia, business and society.

At GSB, our programmes are developed through close engagement with industry. Therefore, we at GSB are committed to creating and sustaining the exceptional quality of our MBA, EMBA, Dual-Degree MBA, Euro-Asian MBA, DBA and PhD courses, each designed with the utmost precision and forethought. It is with pride I express that GSB has been recognized as a business school with an excellence in practice of sustainable learning and interdisciplinary teaching by ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, a 21st Century Organization). The school was re-accredited officially in 2019 by ABEST21 with flying colours outcome as our MBA program received **A** for all sections audited and the Peer View Team visited the school as part of the process in 2018. All our programmes are also endorsed by the Malaysian Qualifications Agency (MQA) and the Malaysian Ministry of Higher Education. These acknowledgments attest to the exceptional quality of our MBA, DBA and PhD courses. Our global linkages extend to individuals as well, as GSB welcomes Honorary Professors and industry champions to our classrooms to share their colossal pool of knowledge and experience with students.

In an increasingly interconnected and interdependent world, research on 'global' issues that affect the business world is of great importance. The quality and impact of GSB's research is also recognized by other universities around the world, with scholars citing our publications. Among our faculty members we are proud – and fortunate – to have Professors who excel in both research and teaching. Educated at renowned universities, they are committed to providing students with a top-rate business education. Ultimately, the research conducted in GSB tries to seek innovative and creative ways to add value to the organization and ensure business sustainability. The research begun at GSB has the potential to shape the future of our world.

We are lucky at GSB to have such plurality and diversity of students and staff from a range of education disciplines and cultural backgrounds. Each year, GSB identifies and attracts the most promising students to form a dynamic and diverse global community, shaping them into visionary scholars, innovative educators, and creative leaders while encouraging them to cross disciplinary boundaries. Graduate students are at the heart of GSB's excellence in research and education, studying with distinguished faculty and accessing world-renowned research centers and scholarly collections. We at GSB are proud of this diverse community, which represents many races, ethnicities, belief systems, nationalities and genders.

To conclude, we at GSB strive to build bridges between our students and alumni, who together form a community. Our alumni live throughout the world and engage in a variety of careers, both academic and non-academic, and the experiences they share support our graduate students as they conduct and complete their studies. With a presence in every sector and continent, our students benefit from this vast network giving them access to information, industry mentors and job opportunities. One of my goals as Dean is to advocate for the evolving needs of our students across

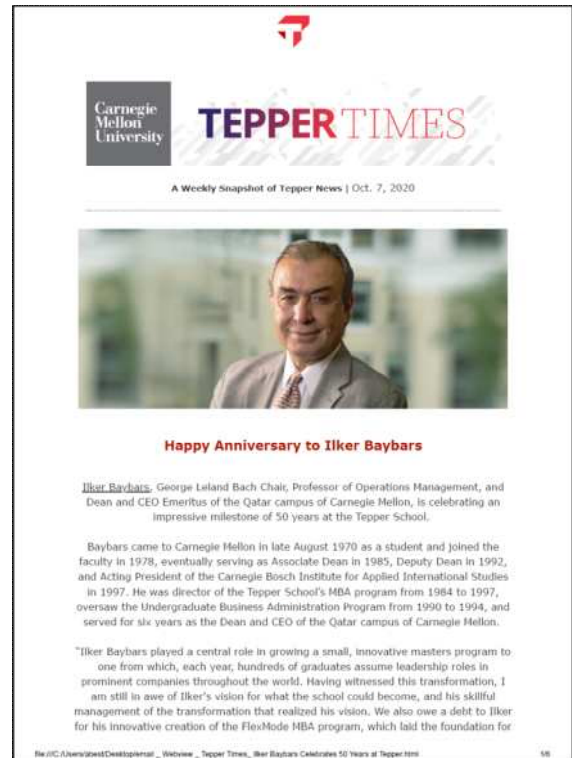
all divisions and programs and to serve as a steward of our resources. Essential to this goal is maintaining an inclusive community where all voices are heard and valued. We at GSB are at our best when we work together collaboratively and inclusively.

### 3. ABEST21 Member’s latest News

#### “Celebrating Deputy Dean Emeritus Ilker Baybars’ impressive milestone of 50 years at the Tepper School.”

Deputy Dean Emeritus Professor Dr. Ilker Baybars, Tepper School of Business, Carnegie Mellon University has tremendously contributed to the development of ABEST21 as the Vice President since the foundation. His achievements in the 50 years at Carnegie Mellon University since his entrance as a student in 1970 are introduced in the “TEPPER TIMES”.

“Ilker Baybars, George Leland Bach Chair, Professor of Operations Management, and Dean and CEO Emeritus of the Qatar campus of Carnegie Mellon, is celebrating an impressive milestone of 50 years at the Tepper School. Baybars came to Carnegie Mellon in late 1970 as a student and joined the faculty in 1978, eventually serving as Associate Dean in 1985, Deputy Dean in 1992, and Acting President of the Carnegie Bosch Institute for Applied International Studies in 1997. He was director of the Tepper School’s MBA program from 1984 to 1997, oversaw the undergraduate Business Administration Program from 1990 to 1994, and served for six years as the Dean and CEO of the Qatar campus of Carnegie Mellon.”



## II. Quality Assurance

### -“Assessing Today for Tomorrow”-

“There will be no problem if the School exists in a vacuum. However, in the society where the real environment is changing, improving the educational and research activities is essential in order for the School to survive as a “Going Concern.”

#### 1. On amending partially the ABEST21 Accreditation Standards

Due to COVID-19 pandemic, it is inevitable for ABEST21 to consider some changes in our system based on our experience and knowledge acquired from online PRV; partial amendment of ABEST21 Accreditation Standards, partial amendment of the accreditation process, and review of our Peer Review System. Revision plans will be examined at this year’s Peer Review Committee and the Accreditation Committee so that they will become effective in fiscal 2021.

## 2. On conducting the online Peer Review Visit for “the Self-Check/Self-Evaluation Report”

Online PRV for SCR will take 2 days based on the result of the Desk Review. Problems will be solved through online interviews with various stakeholders. In the case of Graduate School of Management, Kyoto University, Japan, the online PRV was conducted on October 8 and 9, 2020, connecting Tokyo, Moscow (Russia), Kuala Lumpur and Bandung. In addition to considering the time differences, the online environment was tested with Kyoto University on the day before the PRV. The actual review was filled with good communication to solve the problems within a certain time limit. ABEST21 was in charge of managing the Zoom room as a coordinator.



## 3. On conducting the online Peer Review Visit for “the KAIZEN Report”

As for the online PRV for KAIZEN Report, it was conducted in a single day based on the Desk Review done in advance. In the case of Kaizen Report submitted by Faculty of Economics and Business, Universitas Surabaya, the PRV was conducted on October 16, 2020. In the same way as in PRV for SCR, online network was tested on the day before, and considering the time differences among Tokyo, Pittsburgh (U.S.A.), Kuala Lumpur, and Jakarta, review was practiced to check on the progress of Kaizen issues based on action plan to enhance the quality of education.



## 4. On granting “the KAIZEN Award” for excellent performance of the Action Plans

In the review of Kaizen Reports in 2020, ABEST21 has decided to grant “Kaizen Award” to the accredited schools who have implemented their Action Plans for Kaizen and made significant improvements in their education and research activities.



### III. Quality Improvement

#### -“Building Network for Tomorrow”-

“In the age of increasing globalization, it is a great challenge for the schools to create and maintain first-class educational programs in management. But no single institution can maintain all the required and ever-changing resources at hand nor continually keep those resources updated. It is important for us to work together to leverage our complementary resources on a global scale.”

#### 1. “ABEST21 Online Workshop for Assuring the Quality of the Online Lectures”

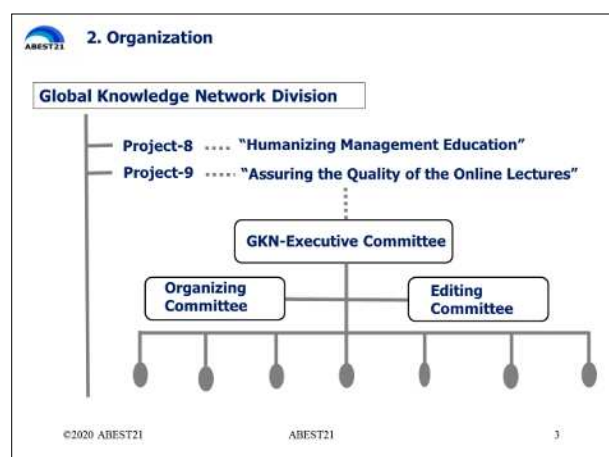
Prior to the launch of the above workshop in November, we held a special lecture meeting on October 29 with Professor Takao Shigeta from SBI Graduate School as the speaker. Since SBI Graduate School is a Japanese Business School featuring education system mainly based on E-Learning, we asked Professor Shigeta to provide a lecture on how to assure the quality of E-Learning education. “Assurance of online education quality” is an urgent issue for schools



obliged to introduce online education due to the COVID-19 pandemic. The Workshop will be held monthly on the third Thursday of the month. Up to August 2021, cases for 2 schools will be studied at each workshop. In the future these studies will be put together as a research paper. At the special lecture meeting, President Itoh of ABEST21 explained the aim and method of the workshop based on the following slide materials on “The ABEST21 Online Workshop for Assuring the Quality of the Online Lectures”.

#### 2. New Challenges and Opportunities

As we all know, teaching at universities is greatly affected by the spread of COVID-19 pandemic. Universities need to keep their promises to the students and the society, by realizing their “Mission Statement” as an input of their educational system, and assuring the achievement of the “Learning Outcomes” as an output. In the educational programs, learning goals as shown in the syllabi are the promises of what should be achieved after completing a specific course. Therefore, under the change of environment caused by COVID-19, schools are required to rebuild a system to ensure



the “assurance of educational quality”, i.e. reconsider how they will realize the “Mission Statement”, assure the “Learning Outcomes” to the society and facilitate students’ achievement of the “Learning

goals” set in the syllabi. So, it is a good opportunity for us to consider restructuring of the learning system.

### **3. Online Workshop Schedule**

The online meeting will be held at 15:00-16:30 (Tokyo time) on the third Thursday of each month. Two cases are to be presented in each meeting.

**I.** Thursday, November 26<sup>th</sup>, 2020, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Danaipong Chetchotsak (Khon Kaen University, Thailand)

Speakers:

- Associate Prof. Dr. Yudi Fernando (Universiti Malaysia Pahang, Malaysia)
- Senior Lecturer Dr. Gancar C. Premananto (Universitas Airlangga, Indonesia)

**II.** Thursday, December 17<sup>th</sup>, 2020, 15:00-16:30 (Tokyo time)

Chair: Senior Lecturer Dr. Gancar C. Premananto (Universitas Airlangga, Indonesia)

Speakers:

- Senior Lecturer Dr. Werner R. Murhadi (Universitas Surabaya, Indonesia)
- Assistant Prof. Dr. Hen Kai Wah (Universiti Tunk Abdul Rahman, Malaysia)

**III.** Thursday, January 21<sup>st</sup>, 2021

Chair: Associate Prof. Dr. Danaipong Chetchotsak (Khon Kaen University, Thailand)

Speakers:

- Manager Ersu Tri Wahyuni, Ph.D. (Universitas Padjadjaran, Indonesia)
- Associate Prof. Dr. Veena Jadhav (SP Jain School of Global Management, Singapore)
- Assistant Prof. Dodie Tricahyono, Ph.D. (Universitas Telkom, Indonesia)

**IV.** Thursday, February 18<sup>th</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Yudi Fernando (Universiti Malaysia Pahang, Malaysia)

Speakers:

- Vice Director Yeshika Alvesia (Universitas Indonesia, Indonesia)
- Associate Prof. Dr. Danaipong Chetchotsak (Khon Kaen University, Thailand)

**V.** Thursday, March 18<sup>th</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Veena Jadhav (SP Jain School of Global Management, Singapore)

Speakers:

- Vice Dean Dr. Abdul Ghofar (Universitas Brawijaya, Indonesia)
- Director Nalinee Mohprasit, Ph.D. (Naresuan University, Thailand)

**VI.** Thursday, April 22<sup>nd</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Salmi Mohd Isa (Universiti Sains Malaysia, Malaysia)

Speakers:

- Adjunct Associate Prof. Catharine Sibala (Hitotsubashi University, Japan)
- Senior Lecturer Dr. Jayne Bye (Western Sydney University, Australia)

**VII.** Thursday, May 20<sup>th</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Senior Lecturer Dr. Gancar C. Premananto (Universitas Airlangga, Indonesia)

Speakers:

- Assistant Prof. Dr. Zabeda Abdul Hamid (International Islamic University Malaysia, Malaysia)



- Prof. Dr. Huam Hon Tat (Putra Business School, Malaysia)

**VIII.** Thursday, June 17<sup>th</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Veena Jadhav (SP Jain School of Global Management, Singapore)

- Program Manager Dr. Rosly Othman (Universiti Sains Malaysia, Malaysia)
- Prof. Dr. IWAI Chiaki (Aoyama Gakuin University, Japan)

**IX.** Thursday, July 15<sup>th</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Salmi Mohd Isa (Universiti Sains Malaysia, Malaysia)

- Prof. Dr. ISAGAWA Nobuyuki (Kyoto University, Japan)
- Lecturer Suthasinee Susiva, Ph.D. (Burapha University, Thailand)

**X.** Thursday, August 19<sup>th</sup>, 2021, 15:00-16:30 (Tokyo time)

Chair: Associate Prof. Dr. Idqan Fahmi (IPB University, Indonesia)

- Dr. S.M. Ferdous Azam (Management & Science University, MY)
- Associate Prof. Dr. Siti Zaleha Shak (Universiti Teknologi MARA, Malaysia)

## **4. Introduction of the new School Member**

### **Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia**

#### **Dean Prof. Dr. Roselina Ahmad Saufi**

The Universiti Malaysia Kelantan is a public university located in Kelantan, Malaysia. The Faculty of Entrepreneurship and Business (FEB) of the university was established in 2006 and about 3,565 students have studied there. The curriculum of the University is based on "Entrepreneurship is Our Trust" and "Entrepreneurial University" principles that are widely used to promote the philosophy of this University. The FEB offers entrepreneurship and business programmes that are not only intended to provide fundamental and relevant knowledge but also to inculcate entrepreneurial practice, skill and talent amongst students.



Roselina Ahmad Saufi, a Professor in Business and Management, has been appointed as the Dean of the Faculty of Entrepreneurship and Business (FEB), Universiti Malaysia Kelantan, effective January 16, 2020.

Prof. Roselina earned her Ph.D. and Master of Business Administration in 1995 and 1991 respectively from the University of Sheffield, United Kingdom. She embarked on an academic career in 1989 and was appointed as the Group Managing Director of UMS Link Holdings Sdn. Bhd. from 2007 – 2012. Her journey with Universiti Malaysia Kelantan started in 2012 when she was appointed as the Deputy Vice Chancellor (Academic and International) from 2012 – 2015. She received several international awards including Islamic Leader Fellowship Award by Asian Institute of Management (AIM), Manila in 2009, Education Leadership Award by the Golden Global Tigers in 2016, and Distinguished Women Award for Human Resource Management from the Venus International Foundation, India in 2017. Her research and consultancy work focus on capacity building as well as rural entrepreneurs' development at both national and international levels. She has rendered her

services to numerous government agencies and NGOs in Indonesia, Vietnam, Laos, Thailand, China, Finland, Japan, and Malaysia.

As the new Dean, she believes that every phase of transformation has brought FEB to a greater height. Hence, FEB aims to continue to be the key leader in programs that support the empowerment of entrepreneurship-based education. This effort is supported by the University's Top Management, which enables FEB to compete and be at the forefront in providing academic programs and activities that focus on entrepreneurship, business and accounting in line with the needs of students, industry and community demands.