



ABEST21 e-News

No.114, April-June 2021

ABEST21 International

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

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"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."

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I. ABEST21 Office Report

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4 月

- ・ 21 日: 第 6 回オンライン教育質保証ワークショップの開催

5 月

- ・ 07 日: JICA と Japan Seminar について打合せ
- ・ 13 日: 第 38 回マネジメント人材育成協議会の開催
 - : オンライン QIS セミナーの開催
- ・ 17 日: オンライン QIS セミナーの開催
- ・ 18 日: オンライン KAIZEN セミナーの開催
- ・ 19 日: Online International Symposium の Panel Discussion のパネリストとの事前打合せ
- ・ 20 日: 第 7 回オンライン教育質保証ワークショップの開催
- ・ 25 日: 京都大学経営管理大学院に対するオンライン認証評価証書授与式の実施
 - : FEB-Universitas Airlangga, Indonesia に対するオンライン認証評価証書授与式の実施
- ・ 26 日: SEB-Universitas Telkom, Indonesia に対するオンライン認証評価証書授与式の実施
 - : FBS-Universitas Surabaya, Indonesia に対するオンライン KAIZEN Award 授与式の実施
 - : FEB-Universitas Jenderal Soedirman, Indonesia に対するオンライン認証評価証書授与式の実施
 - : FE-Universitas Islam Sultan Agung, Indonesia に対するオンライン認証評価証書授与式の実施
- ・ 27 日: PPM School of Management, Indonesia に対するオンライン認証評価証書授与式の実施
 - : FEB-Universitas Bengkulu, Indonesia に対するオンライン認証評価証書授与式の実施
- ・ 28 日: オンライン QIS セミナーの開催
- ・ 31 日: オンライン KAIZEN セミナーの開催

6 月

- ・ 01 日 : SB-IPB Universsity, Indonesia に対するオンライン認証評価証書授与式の実施
 - : FEB-Universitas Udayana, Indonesia に対するオンライン認証評価証書授与式の実施
 - : FBE-Universitas Isalam Indonesia, Indonesia に対するオンライン認証評価証書授与式の実施
- ・ 02 日 : FBMPS-Management & Science University, Malaysia に対するオンライン認証評価証書授与式の実施
 - : SBI Graduate School, Japan に対するオンライン KAIZEN Award 授与式の実施
- ・ 08 日 : FEB-Universitas Indonesia, Indonesia に対するオンライン KAIZEN Award 授与式の実施
 - : SBM-Insitut Teknologi Bandung, Indonesia に対するオンライン KAIZEN Award 授与式の実施
- ・ 09 日 : FAM/FBF-Universiti Tubku Abdul Rahman, Malaysia に対するオンライン認証評価証書授与式の実施
- ・ 10 日 : オンライン国際シンポジウム“Humanizing Management Education for Sustainable Economic Development in Asia-Pacific”の開催
- ・ 17 日 : 第 8 回「オンライン教育質保証」ワークショップの開催

- ・ 18 日： ABEST21 経営委員会の開催
- ・ 23 日： Japan Seminar の打合せ
- ・ 25 日： Japan Seminar の打合せ

II. ABEST21 Note for Tomorrow-No.47

「オンライン授業の質改善について」

2020 年 1 月の「原因不明の肺炎」が発生したというニュースに端を発した新型コロナウイルス (COVID-19 pandemic) は世界に感染を拡大し、大学も企業と同様に「コロナ禍」と称される一連の社会の変容の流れのなかに否応なく曝されている。当然のこととして対面による従来型の授業の実施は困難となり、オンラインによる授業を導入せざるを得なくなった。こうした教育研究環境の変化において、大学が如何に「教育研究上の目的 (Mission Statement)」において保証した人材を育成していくかが問われてきている。大学がそれをどのように保証していくかをステークホルダーに示していかなければならない。

周知の如く、大学と学生は教育サービスに関する買い手（学生）と売り手（大学）との間の売買取引 (Bargaining Transaction) の関係にある。学生は教育サービスの買い手として、大学に学費等の金銭的成本を、通学のためのエネルギーコストを、学習のための時間的成本を、そしてその大学から良い教育が受けられる精神的コストを、それぞれ支払ってくる。一方、大学は教育サービスの売り手として学生に専門的知識やスキル等を提供していく。学生は総支払コストを上回る教育サービスの付加価値を求めて入学してきているので、大学はそれに応えていかなければならない。

ABEST21 は、この問題に関して大学がどのようにオンライン授業の質保証に取り組んでいるかを把握していくために、2020 年 11 月から毎月第三木曜日に Online Workshop for Assuring the Quality of the online Lectures を開催してきた。参加大学は Australia, Indonesia, Japan, Malaysia, Russia, Singapore, Thailand の 7 ヶ国の 20 大学の会員校で、各大学より取組の実情をそれぞれ報告してもらった。これまでの報告を整理してみると下記の事項に纏められる。

- ・ 大学閉鎖等によりこれまでの対面授業と同等の教育サービスを提供することができなかったので授業料の引下げをしたこと。
- ・ 対面授業とオンライン授業とを組み合わせた新しいハイブリッドな教育システムを開発した。
- ・ 学生の満足度調査を徹底的に行い、学生の要求に応じていったこと。
- ・ カリキュラムを見直し、対面重視の授業科目とオンライン可能な授業との組み合わせを検討したこと。
- ・ 国際交流を推進し、海外の大学とオンライン授業を合同で行うグローバルクラスルームを展開したこと。
- ・ オンライン授業の受講生をサポートする教員によるメンター制度を開発したこと。

総体的に、「学修成果」の保証の問題については、これらの学生が卒業して社会で期待された力量を発揮できたかどうかを、社会のステークホルダーからのフィードバックにより検証していきたいとのことであった。コロナ禍による教育研究環境の変化において、対面授業を単純に復元化していくということではなく、教育課程の改革を通じてオンライン授業を如何に取り込んでカリキュラ

ムの倍数的な関係を創りだしていくかの問題であった。それは単に対面授業とオンライン授業の加算的な関係を維持していくのではなく、報告にもあったように対面授業とオンライン授業の適切な組合せにより、これまで実現しなかった教育効果をもたらす仕組みを考えることであった。授業科目にはオンライン授業に馴染まない性質の授業科目がある。それをコロナ禍であるということで一律にオンライン化を進めることに無理がある。

実際に、筆者が青山学院大学国際政治経済学部長をしていた 1990 年 4 月に、アメリカ・ピッツバーグ市にあるカーネギーメロン大学産業経営大学院 (Graduate School of Industrial Administration, Carnegie Mellon University, Pittsburgh) と、"online, real time, teleconferencing system" による国際合同授業 (グローバル・クラスルーム) を、"Management Game" と "Financial Trading System" について実施した。この科目が実務的な授業科目であったから成功したもので、かなり高度の理論的な授業科目であった場合には学生がどれだけの授業内容を理解したかは分からない。

しかし、このグローバルクラスルームの成功の背後にはもう一つ重要な問題が内在しているのである。それは学生、教員そして事務職員とのチームワークである。事務職員のサポートにより学生の授業に対する諸問題が教員にスムーズに伝わり、適切な問題解決に導いたからである。従って、「オンライン授業」の質維持向上における問題も、授業する教員と受講する学生とが対峙する形で捉えていくのではなく、学生のニーズをできる限り適切に捉えて教員に伝え、その教員の対応を正確に学生に訴求していく教務職員の役割が重要となってくる。オンライン授業に対する質維持向上の一端には、教員、学生そして教務職員のチームワークの在り方にあるのかもしれない。

(代表理事 伊藤文雄)

III. General Information

1. Professor Dr. Aahad Osman Gani の逝去について

ABEST21 の認証評価の審査に協力をいただいていたマレーシア・Graduate School of Management, International Islamic University Malaysia の前 Dean であった Professor Dr. Aahad Osman Gani が、2021 年 7 月 16 日 (金) に逝去されました。突然の訃報に接し驚きと悲しみに耐えられません。先生のご生前の教育研究活動のご功績に敬意を表するとともに、ご遺族の皆様に謹んでお悔やみを申し上げ、心から先生のご冥福をお祈りいたします。

Professor Dr. Aahad Osman Gani, Ph.D.

The Iclif Leadership and Governance Centre

Adjunct Professor, Kyoto University, Japan

Director, Academy of HRD Foundation Board, USA

Editor, International Journal of T&D (Wiley-Blackwell)

Aahad Osman-Gani, a Professor of the Iclif Leadership and Governance Center and a former senior Professor of International Management & HRD at the Faculty of Economics & Management Sciences of International Islamic University Malaysia (IIUM), obtained PhD and MA degrees in HRD in International Business from the Ohio State University, Columbus, Ohio, USA. Prior to this, he obtained MBA with double majors in Management and Marketing.



Before joining the IIUM, he has taught for 17 years at the Nanyang Business School of NTU, Singapore. He has received the highest global recognition of "Outstanding HRD Scholar" from the Academy of Human Resource Development at its 2010 Annual conference held at the Knoxville Marriott Hotel, USA. He was the first Asian scholar representing an Asian University to receive the prestigious Award in recognition of his distinguished records of continuous publications in high quality scholarly journals. In 2011, The Ohio State University Alumni Society selected him as an Outstanding Alumni to receive the Distinguished Career Advancement Award. He was elected as a Director of IBSTPI (International Board of Standards in Training Performance & Instructions). In 2009 at Washington DC, he was recognized for his distinguished services to the Asian human resource development. In 2008, his research paper was included in the prestigious Best Paper Proceedings of the Academy of Management Conference held in California, USA. He also received the "Cutting Edge Research Award" presented by the Academy of HRD for authoring the best research papers in 2005 and 2010. He was conferred the Leadership Award at the 14th Annual International Conference on Advances in Management (ICAM) held in Niagara, Canada.

During the past 40 years of his professional career, Professor Osman-Gani worked at several universities and organizations including the Ohio State University, University of Chittagong and Public Utilities Commission of Ohio. He was also a distinguished Guest Professor of East China Normal University, Shanghai; Visiting Professor of Peking University, China; NIDA of Thailand; University Technology Malaysia; King Fahd University of Petroleum & Minerals, Saudi Arabia. He was External Examiner, Reviewer & Assessor for the University of Minnesota, George Washington University of USA; Liverpool University, UK; UniSIM and NTU, Singapore; UTM, IIUM, and UPM, Malaysia. Dr. Osman-Gani had also received the President's Citation, Charles Mendenhall Award from the Ohio State University, and Public Service Award from the Public Utilities Commission of Ohio in USA, for his distinguished scholarship and professional achievements. He published more than 150 journal articles, conference papers, book chapters, case studies, and research monographs. He authored/co-authored several books including: *Human Resource Development in Malaysia* (Pearson Publishing, 2011); *Spirituality in Management from Islamic Perspectives* (IIUM Press, 2011); *Performance Development and Training: Asian Perspectives* (McGraw-Hill, 2009); *Workplace Training & Learning: Cases from Cross-Cultural Perspectives* (Prentice-Hall/Pearson).

He was the Editor of *International Journal of T&D* (Wiley-Blackwell), and also acted as a Board Member of the *Human Resource Development Quarterly* (ISI Journal from Jossey-Bass), *Human Resource Development International* (Routledge/Taylor & Francis), *Human Resource Development Review* (Sage publications), and several other international journals published in the USA & UK. He was the founding Chair of AHRD Asia, and was the Conference CEO of all the International Conferences on Human Resource Development in Asia (held in India, Thailand, Korea, Taiwan, Malaysia, China, Bahrain and Turkey).

Professor Osman-Gani worked as a consultant for various multinational and local organizations, conducted many executive development programs and made professional presentations in more than 20 countries of Asia, Europe, North and South America. He was a Keynote Speaker at many regional and international conferences held in the USA, Japan, India, Korea, Taiwan, Malaysia, Singapore, Bahrain, UAE and Turkey. His research interests span the areas of International Human Resource Development, Cross-Cultural Management, Spirituality in Management, National Human Capital Development, and Leadership & Talent Development.

2. Online PRT Training Seminar の開催について

- ・ 2021 年度 PRT メンバーの研修会が下記の日程で開催されます。
 - 1) QIS 及び SCR の PRT 研修会 : 2021 年 7 月 29 日 (木) 15:00-16:30 (Tokyo time)
 - 2) KAIZEN Report の PRT 研修会 : 2021 年 8 月 3 日 (木) 15:00-16:30 (Tokyo time)

3. Online Workshop の開催日程について

- ・ 最終回となる第 10 回 Online Workshop for “Assuring the Quality of the online Lectutures”が、2021 年 8 月 19 日 (木) 15:00 (Tokyo Time) より開催されます。
- ・ 第 1 回オンライン編集委員会が 2021 年 9 月 16 日(木) 15:00 (Tokyo time)に開催されます。

4. 2021 年度「専門分野別認証評価機関ネットワーク機構」の開催について

- ・ 経営分野、会計分野及び法科分野の分野別認証評価機関の連絡調整会議である「専門分野別認証評価機関ネットワーク機構」の 2021 年度会議が、2021 年度 7 月 27 日 14:00 より開催されます。

5. 第 39 回マネジメント人材育成協議会の開催について

- ・ 第 39 回マネジメント人材育成協議会が 9 月 15 日 (水) 13:00-14:30, オンラインで開催されます。

IV. Membership

1. Introduction of new delegates of the ABEST21 members

Dean Dr. Mohd Hanafiah Ahmad

Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia

Mohd Hanafiah Ahmad was born at Pontian, Johor, Malaysia on the 29th of November 1974. He received a Bachelor in Economics (Industrial Economics) with honors from Universiti Kebangsaan Malaysia in 1998. Then, he continued his postgraduate studies at Universiti Teknologi Malaysia and received his Master of Technology Management (Human Resource Development) in 2000. In 2018, he completed his doctoral study at Universiti Malaysia Pahang. The main focus of his research is the interaction between social and technical systems in Human Resource Management and Development, Socio-Economic, Organizational Behavior, and Strategic Planning. He teaches management-related courses such as Managerial Economics, Organizational Behavior, and Strategic Management at undergraduate and graduate levels. Prior to his appointment as Dean, he served as Chief Strategic Officer, University Malaysia Pahang; Deputy Dean of Academic and Student Affairs, Faculty of Industrial Management



(2015-2017); Assistant Deputy Dean, Department of Technology Management, Faculty of Technology (2014); and Deputy Dean, Department of Technology Management, Faculty of Manufacturing and Technology Management (2008-2009).

Dean Dr. Abdul Ghofar

Faculty of Economics and Business, Universitas Brawijaya, Indonesia

Warm Greetings from Faculty of Economics and Business, Universitas Brawijaya (FEB UB), Indonesia. I am Abdul Ghofar, the newly appointed Dean of FEB UB for 2021-2025.

I received my Doctor of Business Administration degree from Victoria University, Melbourne, Australia, and I hold several professional titles such as CPMA (Certified Professional Management Accountant), Chartered Accountant (CA), and Accredited Supply Chain Analyst (ASCA).

I am also actively involved as a member of Chartered Accountant Certification Board of Institute of Indonesia Chartered Accountants (2020-2024), Indonesian Institute of Public Accountant Certification Board (2013-2017), and Sharia Accounting Standard Board of Institute of Indonesia Chartered Accountants (2013-2016).

As the pioneer member and the first institution accredited by ABEST21 in Indonesia, FEB UB is making incremental improvements to achieve its goals. Bringing up Kaizen spirit and Implementing Deming (PDCA) cycle are a must to assure the progress and as a way of our never-ending strife for perfection. As we adjust our education management in line with business-led practices and technological progress, we must bear the responsibility of accentuating good practices and values in preparing future generation. After being accredited by ABEST21, FEB UB attains significant improvement in terms of university ranking as well as international cooperation and reputation.

I hope I can collaborate with ABEST21 and its members for achieving best practices in higher education, research, and community service.



Acting Dean Teguh Dartanto, Ph.D.

Faculty of Economics and Business, Universitas Indonesia, Indonesia

Teguh Dartanto, PhD., is currently the Acting Dean as well as the Vice Dean of Academic Affairs at the Faculty of Economics and Business, Universitas Indonesia. Prior to his assignment as Acting Dean and Vice Dean at the faculty, he served as the Head of Department of Economics and the Director of Undergraduate Program in Economics, Faculty of Economics and Business, Universitas Indonesia.

When he was the Director of the undergraduate program, he introduced a concept of semi-liberal art education to prepare students to be more adaptive, resilient, and innovative in the disruptive era. He is also a co-author of the book "Disruption Era: Opportunities and Challenges for



Indonesia's Higher Education".

Beside his role in the university management, Teguh is actively conducting research in the field of health economics, poverty, social protection, development economics, and micro econometrics. He has published in the Lancet, Energy Policy, Economic Modelling, Bulletin of Indonesian Economic Studies, Tobacco Control, World Development Perspectives and Applied Health Economics and Health Policy. Teguh is a member of the Indonesian Young Academy of Sciences and a 2017 Eisenhower Fellow. Teguh earned his BA in Economics from Universitas Indonesia in 2002; MA in Economics from Hitotsubashi University, Japan in 2009; and has a Ph.D. in international development from Nagoya University, Japan in 2012.

Message from Acting Dean Teguh Dartanto, Ph.D.

As the Acting Dean of Faculty of Economics and Business, Universitas Indonesia, and on behalf of the Faculty of Economics and Business, Magister Management program, we are very grateful to receive this ABEST21 Kaizen award. Our appreciation to **Prof. Fumio Itoh and ABEST21**, for consistency in assessing universities/business schools or study programs, on improving ways to deliver the best education, and creating future leaders, despite the pandemic.

Since March 2020, due to Covid-19, we had to change the way we do things to ensure the safety of both faculty and students, and all employees of the school. We started to rely on technology, through virtual teaching and learning, to reach as many students as possible after the school was closed. It is a challenge for us and our students from all over Indonesia, since not the whole of Indonesia has a strong internet connection.

Receiving ABEST21 Kaizen award for excellence in education confirms that we are on the right track. Thank you to the PRT Chair, Prof. Azlan, who has done a great job in maintaining the spirit of excellence. Also, we thank Deputy Dean Emeritus Ilker Baybars, Ph.D., for your continuous support. This award is a booster for us to continue delivering the best. We are a part of a system for improving people's lives in our societies, through knowledge building, research, and making impact through community engagement. My appreciation to the team of Magister Management, Faculty of Economics and Business, Universitas Indonesia, for their efforts in maintaining quality in delivering the program in this difficult period.

With Kaizen spirit, the Faculty of Economics and Business Universitas Indonesia strives for continuous improvement to become better in delivering our mission: ***to contribute to knowledge development in economics and business, and to cultivate future leaders who possess a sense of social responsibility to address global challenges.***

We look forward to more collaboration and cooperation with universities in the ABEST21 group.

**Dean Dr. Sheikh Muhamad Hizam Bin Haji Sheikh Khairuddin
UniKL Business School, Universiti Kuala Lumpur, Malaysia**

I am Dr. Sheikh Muhamad Hizam Bin Haji Sheikh Khairuddin, the Dean of the Universiti Kuala Lumpur Business School, Universiti Kuala Lumpur, Malaysia. My academic qualifications are Doctor of Business Administration (DBA) from Universiti Kebangsaan Malaysia, Master of Business Administration (MBA) from Ohio University, United States of America, and Bachelor of Agricultural Science (BSc) from Universiti Pertanian Malaysia. I have been



working with the industry and academia for nearly 30 years. Over the years, it has always been the desire of the school to maintain highest quality standards in delivering our academic programs to the students, and that is why we have decided to pursue ABEST21 accreditation. We hope to continuously improve our performance for our Master of Business Administration (MBA General) and Master of Business Administration (Entrepreneurship) programs.

General Manager Yoshinobu TASHIRO

Corporate Human Resource Division, Sony People Solutions Inc.

Hello, this is Yoshi (Yoshinobu Tashiro) from Sony. I am now leading the Talent acquisition team of Sony Corporation. Before the current assignment, I was in charge of HRBP in Sensor and Sensing Solution business domain, and before that, I was working as HRBP in Europe for nearly 4 years, in India for 4 years, and PlayStation for 7 years. I also enjoyed working as Marketing head of TV in India, so Sony gave me diverse experience, in which I could multiply various skills and knowledge, and I am convinced that these experiences took me to the current position.



While Sony's business in Japan accounts for a quarter of the global consolidated sales, the workforce distribution from Japan is nearly a half of global consolidated employees. Now that the society is facing 4th industrial revolution, and AI singularity is in front of us, Sony must diversify itself in gender as well as cultural background.

Appreciating where Sony stands and where I am, I am delighted that I can be a part of ABEST21 journey, and I am now thrilled to have this opportunity to learn and network with respected members.

V. Quality Assurance-"Assessing Today for Tomorrow"-

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 "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."
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1. ABEST21 Online Accreditation Seminar II 2021

For supporting preparation for accreditation at the applicant schools in progress, we hold ABEST21 Online Accreditation Seminar II 2021.

1) ABEST21 Online Accreditation Seminar II 2021: "Quality Improvement Strategies"

On Thursday, May 13, ABEST21 Online Accreditation Seminar 2021 on Quality Improvement Strategies (QIS) was held. After introduction on the ABEST21 Accreditation System by ABEST21 President Fumio ITOH, Ph.D., Dr. Danaipong Chetchotsak, Khon Kaen University, Thailand, explained the specifics of the QIS, and ABEST21 office informed the participants how to submit the QIS report. On Monday, May 17, ABEST21 President Fumio ITOH, Ph.D., introduced the ABEST21 Accreditation

System and the QIS. After that ABEST21 office explained how to submit the QIS report.



2) ABEST21 Online Accreditation Seminar II 2021 "the Self-Check/Self-Evaluation Report"

On Friday, May 28, ABEST21 Online Accreditation Seminar 2021 on Self-Check/Self-Evaluation Report (SCR) was held. At first ABEST21 President Fumio ITOH, Ph.D. introduced the ABEST21 Accreditation System. Then Dr. Danaipong Chetchotsak, Khon Kaen University, Thailand, explained the specifics of the SCR, and ABEST21 Office explained how to submit the report. After that, Q&A session was held.



3) ABEST21 Online Accreditation Seminar II 2021 "the KAIZEN Report 2021"

On Tuesday, May 18, ABEST21 Online Accreditation Seminar 2021 on the KAIZEN Report 2021 was held. After inducing the ABEST21 Accreditation System, Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia explained the specifics of the KAIZEN Report, and ABEST21 Office explained how to submit the KAIZEN Report. On Monday, May 31, ABEST21 Online Individual Accreditation Seminar II on KAIZEN Report was held. ABEST21 President Fumio ITOH, Ph.D. introduced the ABEST21 Accreditation System, and ABEST21 office explained how to submit the KAIZEN Report. After that, Q&A session was held.

ABEST21 is ready to hold individual online Accreditation Seminars for the applicant schools. If your school is interested, please send us your request.



2. Online Accreditation Certificate-granting Ceremony

コロナ禍の下での ABEST21 認証評価の online Per Review Committee が、2021 年 1 月 28 日、2 月 25 日及び 26 日に開催された。事前の配布資料に基づいて Peer Review Team Leader が審査結果報告を行い、活発な質疑応答の後、認証評価審査原案が承認され、Accreditation Committee 及び本法人理事会の議を経て、本法人オンライン総会において承認された。本来なら、本法人「総会」において各認証校に ABEST21 認証評価証が授与されるのであるが、コロナ禍の事情により個別にオンライン認証評価授与式が行われることになり、下記の日程で実施された。



A: 認証評価

1. 経営分野専門職大学院

1) 京都大学大学院経営管理大学院

(Graduate School of Management, Kyoto University, Japan)

B: 国際認証

1: APAS (ABEST21 Program-based Accreditation System)

(Master of Management)

1) School of Economics and Business, Universitas Telkom, Indonesia

2) PPM School of Management, Indonesia

3) Faculty of Economics and Business, Universitas Bengkulu, Indonesia

4) Faculty of Economics and Business, Universitas Jenderal Soedirman, Indonesia

5) Faculty of Economics and Business, Universitas Udayana, Indonesia

6) Faculty of Business and Economics, Universitas Islam Indonesia, Indonesia

7) MBA-Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman, Malaysia

8) MBA-Corporate Governance, Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman, Malaysia

9) MBA-Corporate Management, Faculty of Business and Finance, Universiti Tunku Abdul Rahman, Malaysia

(Master of Human Resource Management)

10) Postgraduate School, Universitas Airlangga, Indonesia

(Bachelor of Management)

11) Faculty of Economics, Universitas Islam Sultan Agung, Indonesia

12) Faculty of Business and Economics, Universitas Islam Indonesia, Indonesia

(Bachelor of Accounting)

13) Faculty of Economics, Universitas Islam Sultan Agung, Indonesia

2. AAAS (ABEST21 Academic Unit-based Accreditation System)

1) School of Business, Institut Perutanian Bogor University, Indonesia

2) Faculty of Business Management and Professional Studies, Management and Science University, Malaysia

1) Graduate School of Management, Kyoto University, Kyoto, Japan

Date: Tuesday, May 25, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations

ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio

- PRT Comments

Leader, Professor Dr. Sudarso Kaderi Wiryono

Institut Teknologi Bandung, Indonesia

- Reply Speeches

Dean Professor Dr. TODA Keiichi

Graduate School of Management, Kyoto University, Japan

Director Associate Professor Dr. MURAKAMI Keiji

Int'l Accreditation and Comms Office, GSM-Kyoto University, Japan

- Congratulations/Closing Remarks

ABEST21 Vice President, Deputy Dean Emeritus Ilker Baybars, Ph.D.

Carnegie Mellon University, USA



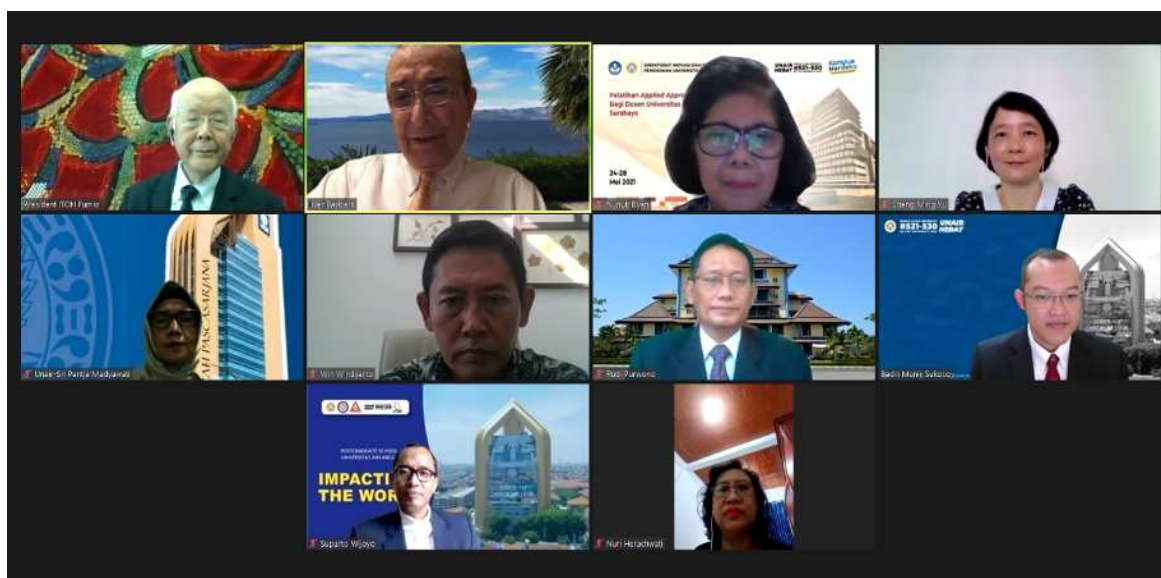
2) Postgraduate School, Universitas Airlangga, Surabaya, Indonesia

Date: Tuesday, May 25, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- PRT Comments
Leader, Professor Dr. Ming Yu Cheng
Universiti Tunku Abdul Rahman, Malaysia
- Reply Speech
Director Professor Badri Munir Sukoco, Ph.D.
Postgraduate School, Universitas Airlangga, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Deputy Dean Emeritus Ilker Baybars,
Ph.D. Carnegie Mellon University, USA



3) School of Economics and Business, Universitas Telkom, Bandung, Indonesia

Date: Wednesday, May 26, 2021

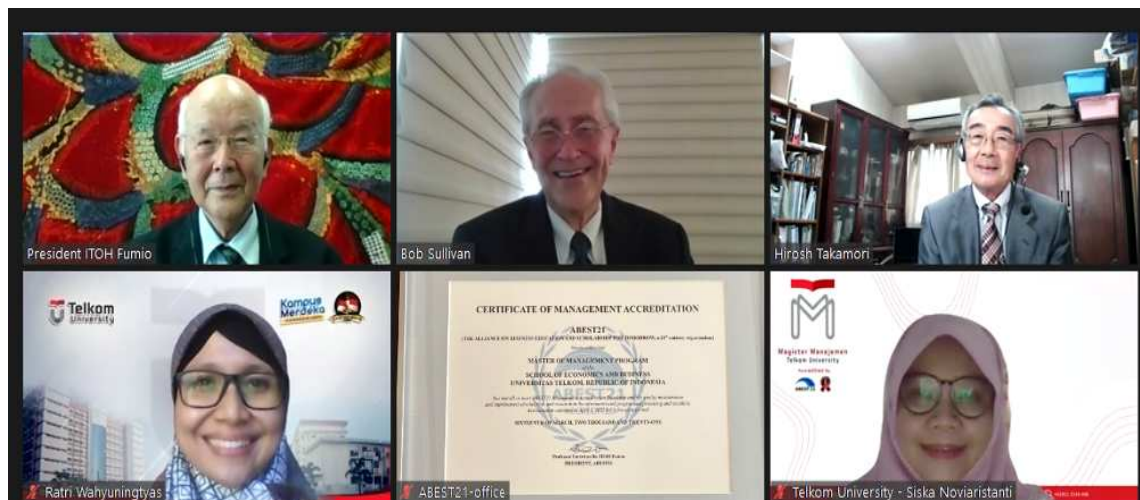
Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- PRT Comments
Leader, Professor TAKAMORI Hiroshi, Ph.D.
LEC Graduate University, Japan
- Reply Speech
Dean Dr. Ratri Wahyuningtyas
School of Economics and Business, Universitas Telkom, Indonesia

- Congratulations/Closing Remarks

ABEST21 Vice President, Professor Robert S. Sullivan, Ph.D.
University of California San Diego, USA



4) Faculty of Economics and Business, Universitas Jenderal Soedirman, Purwokerto, Indonesia

Date: Wednesday, May 26, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations

ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio

- PRT Comments

Leader, Deputy Dean Associate Professor Dr. Salmi Mohd Isa
Universiti Sains Malaysia, Malaysia

- Reply Speech

Dean Professor Dr. Sulyanto

Faculty of Economics and Business, Universitas Jenderal Soedirman, Indonesia

- Congratulations/Closing Remarks

ABEST21 Vice President, Senior Vice President Dean Professor Dr. Ali Khatibi
Graduate School of Management, Management & Science University, Malaysia



5) Faculty of Economics, Universitas Islam Sultan Agung, Semarang, Indonesia

Date: Wednesday, May 26, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- PRT Comments
 - Leader-BM, Deputy Dean Associate Professor Dr. Siti Zaleha Sahak
Universiti Teknologi MARA, Malaysia
 - Leader-BA, Associate Professor Dr. Mohd Ridzuan Darun
Universiti Malaysia Pahang, Malaysia
- Reply Speeches
 - Rector Associate Professor Bedjo Santoso, Ph.D.
Universitas Islam Sultan Agung, Indonesia
 - Dean Professor Dr. Olivia Fachrunnisa
Faculty of Economics, Universitas Islam Sultan Agung, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Senior Vice President Professor Dr. Ali Khatibi
Management & Science University, Malaysia



6) PPM School of Management, Jakarta, Indonesia

Date: Thursday, May 27, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations

ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio

- PRT Comments

Leader, Professor Dr. Jaafar Pyeman
Universiti Teknologi MARA, Malaysia

- Reply Speech

Dean Professor Bramantyo Djohanputro, Ph.D.
PPM School of Management, Indonesia

- Congratulations/Closing Remarks

ABEST21 PRC Vice Chair, Dean Professor Dr. TODA Keiichi
Kyoto University, Japan



7) Faculty of Economics and Business, Universitas Bengkulu, Bengkulu, Indonesia

Date: Thursday, May 27, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations

ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio

- PRT Comments

Leader, Deputy Dean Assistant Professor Dr. Hen Kai Wah
Universiti Tunku Abdul Rahman, Malaysia

- Reply Speeches

- Rector Professor Dr. Ridwan Nurazi
Universitas Bengkulu, Indonesia

- Dean Retno Agustina Ekaputri, Ph.D.

Faculty of Economics and Business, Universitas Bengkulu, Indonesia

- Congratulations/Closing Remarks

ABEST21 PRC Vice Chair, Dean Professor Dr. TODA Keiichi
Kyoto University, Japan



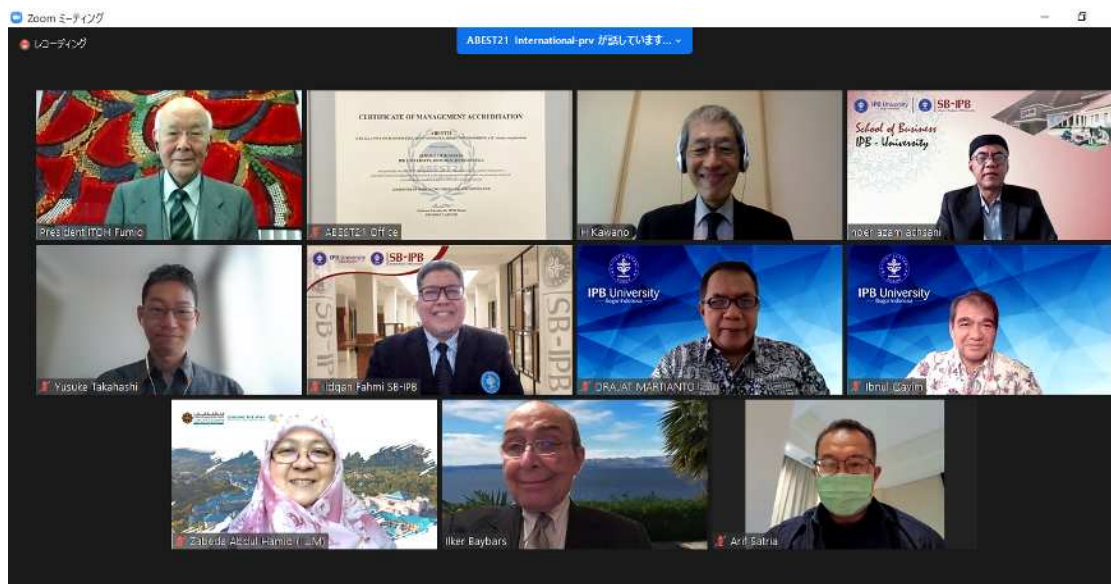
8) School of Business, IPB University, Bogor, Indonesia

Date: Tuesday, June 1, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director, Visiting Professor Dr. KAWANO Hirotaka

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- Congratulations
First Secretary (Education Attaché) Yusuke TAKAHASHI
Embassy of Japan in Indonesia
- PRT Comments
Leader, Assistant Professor Dr. Zabeda Bt. Abdul Hamid Kenms
International Islamic University Malaysia, Malaysia
- Reply Speech
 - Rector Professor Dr. Arif Satria, S.P, M.Si.
IPB University, Indonesia
 - Dean Professor Dr. Ir. Noer Azam Achsani
School of Business, IPB University, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Deputy Dean Emeritus Ilker Baybars, Ph.D.
Carnegie Mellon University, USA



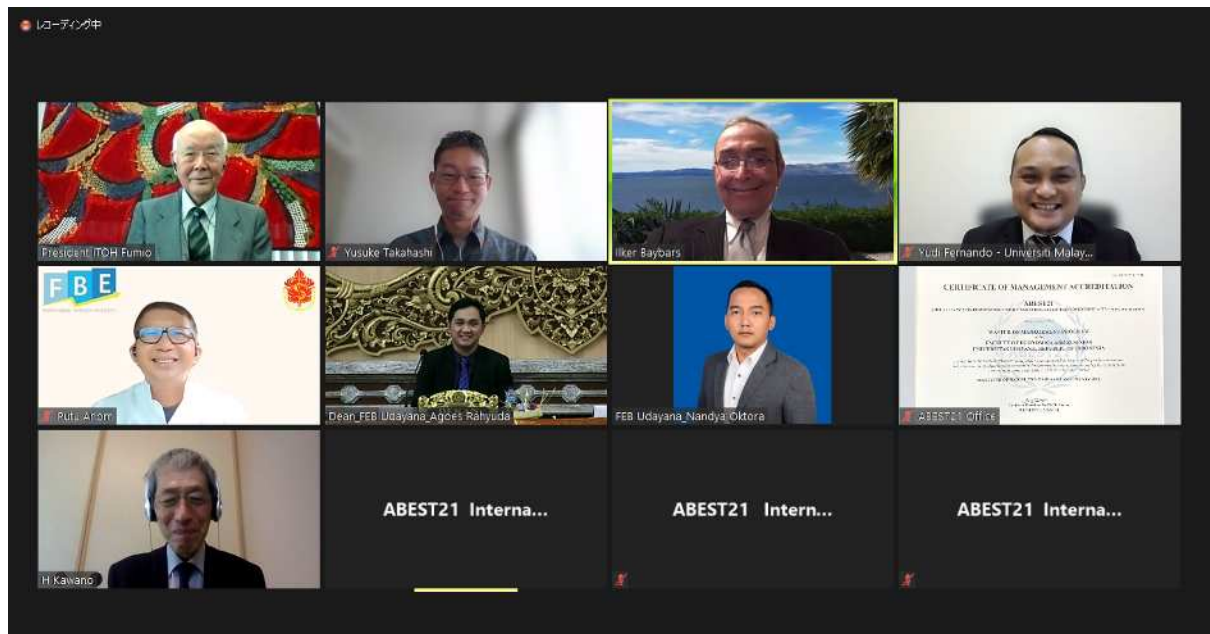
9) Faculty of Economics and Business, Universitas Udayana, Denpasar, Indonesia

Date and time: Tuesday, June 1, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director, Visiting Professor Dr. KAWANO Hirotsuka

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- Congratulations
 - First Secretary (Education Attaché) Yusuke TAKAHASHI
Embassy of Japan in Indonesia
 - Dean Dr. Putu Anom Mahadwartha
Universitas Surabaya, Indonesia
- PRT Comments
Leader, Associate Professor Dr. Yudi Fernando
Universiti Malaysia Pahang, Malaysia
- Reply Speech
Dean Agoes Ganesha Rahyuda, Ph.D.
Faculty of Economics and Business, Universitas Udayana, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Deputy Dean Emeritus Ilker Baybars, Ph.D.
Carnegie Mellon University, USA



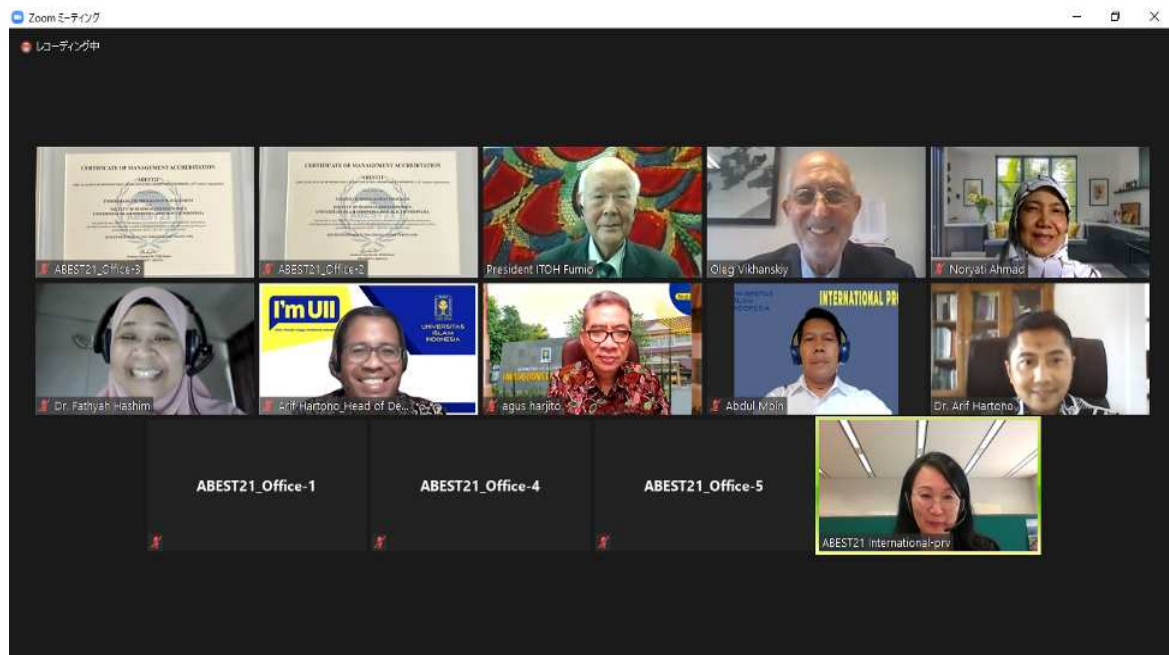
10) Faculty of Business and Economics, Universitas Islam Indonesia, Yogyakarta, Indonesia

Date: Tuesday, June 1, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- PRT Comments
 - MM-Leader, Dr. Fathyah Hashim
Universiti Sains Malaysia, Malaysia
 - UM-Leader, Professor Dr. Noryati Ahmad
Universiti Teknologi MARA, Malaysia
- Reply Speech
Head of Management Department Dr. Arif Hartono
Faculty of Business and Economics, Universitas Islam Indonesia, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Dean Professor Dr. Oleg Vikhanskiy
Lomonosov Moscow State University, Russia



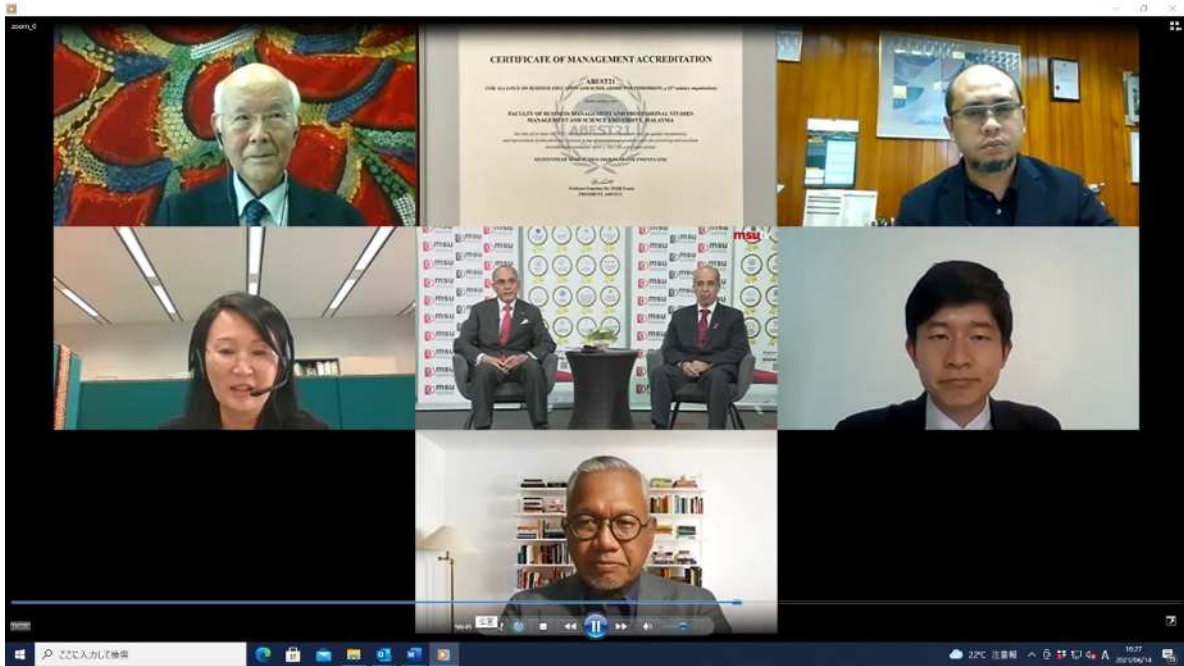
11) Faculty of Business Management and Professional Studies, Management & Science University, Selangor, Malaysia

Date: Wednesday, June 2, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- Congratulations
First Secretary (Education Attaché) Yuki Yoshi SAITO
Embassy of Japan in Malaysia
- PRT Comments
Coordinator, Professor Dr. Candra Fajri Ananda
Universitas Brawijaya, Indonesia
- Reply Speech
 - President Professor Dato' Wira Dr. Mohd Shukri Ab Yajid
Management & Science University, Malaysia
 - Senior Vice President Dean Professor Dr. Ali Khatibi
Graduate School of Management, Management & Science University, Malaysia
- Congratulations/Closing Remarks
ABEST21 PRC Chair, Dean Professor Dr. Azlan Amran
Universiti Sains Malaysia, Malaysia



12) Faculty of Accountancy and Management and Faculty of Business and Finance Universiti Tunku Abdul Rahman, Malaysia

Date: Wednesday, June 9, 2021

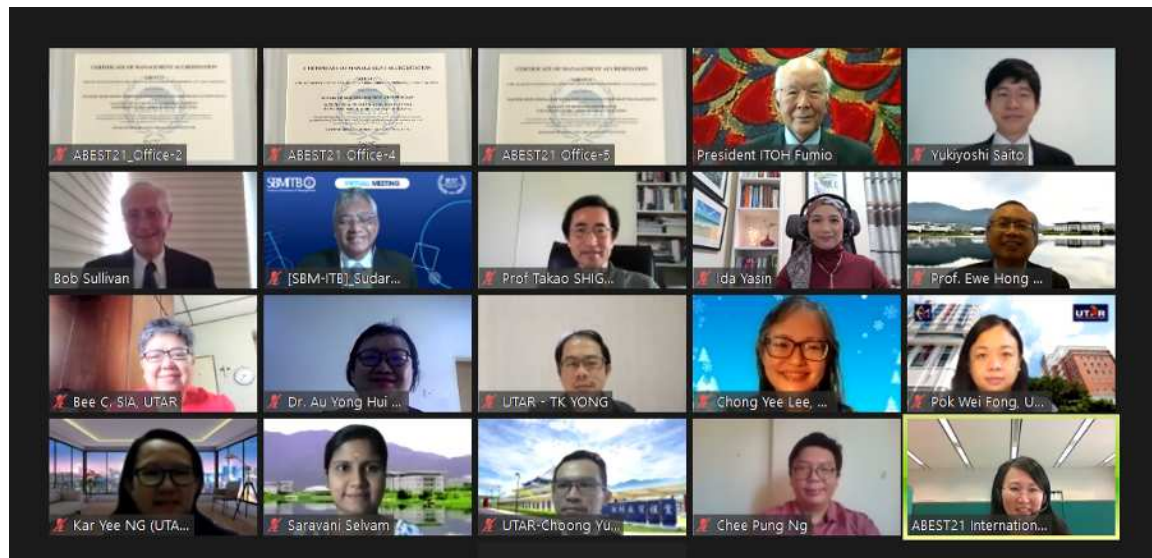
Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
 - ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- Congratulations
 - First Secretary (Education Attaché) Yukiyoishi SAITO
 - Embassy of Japan in Malaysia
- PRT Comments
 - MBA-Leader, Professor Dr. Sudarso Kaderi Wiryoono
 - Institut Teknologi Bandung, Indonesia
 - MBA(CG)-Leader, Professor SHIGETA Takao
 - SBI Graduate School, Japan
 - MBA(CM)-Leader, Dr. Ida Yasin
 - Putra Business School, Malaysia
- Reply Speech
 - President Ir. Professor Dr. Ewe Hong Tat
 - Universiti Tunku Abdul Rahman, Malaysia
 - Dean Dr. Sia Bee Chuan
 - Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman, Malaysia
 - Dean Dr. Au Yong Hui Nee
 - Faculty of Business and Finance, Universiti Tunku Abdul Rahman, Malaysia

- Congratulations/Closing Remarks

ABEST21 Vice President, Professor Robert S. Sullivan, Ph.D.
University of California San Diego, USA



VI. Quality Improvement -“KAIZEN 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. KAIZEN Award のオンライン授与式について

SCR における実行計画の履行状況報告である KAIZEN Report について「書面審査」と「実地審査」が行われ、SCR で分析された改善課題を解決していく実行計画 (Action Plans) が計画通りに履行され、所定の教育の質維持向上が着実に図られたかどうかの検証において、優れた成果を上げた認証校に対して、今年から KAIZEN Award が授与されることになった。2020 年度の審査において下記の 4 校に対して KAIZEN Award の授与式がオンラインで行われた。

1) Faculty of Business and Economics, Universitas Surabaya, Surabaya, Indonesia

Date: Wednesday, May 26, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations

ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio

- PRT Comments

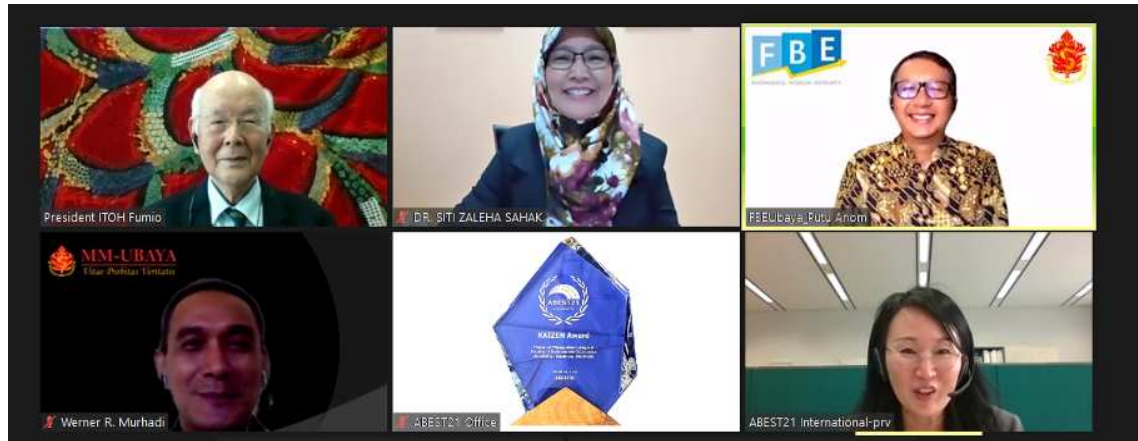
Leader, Deputy Dean Associate Professor Dr. Siti Zaleha Sahak
Universiti Teknologi MARA, Malaysia

- Reply Speech

Dean Associate Professor Dr. Putu Anom Mahadwartha
Faculty of Business and Economics, Universitas Surabaya, Indonesia

- Congratulations/Closing Remarks

ABEST21 Vice President, Professor Robert S. Sullivan, Ph.D.
University of California San Diego, USA



2) Graduate School of Business Administration, SBI Graduate School, Tokyo, Japan

Date: Wednesday, June 2, 2021

Time: 16:10 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations

ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio

- PRT Comments

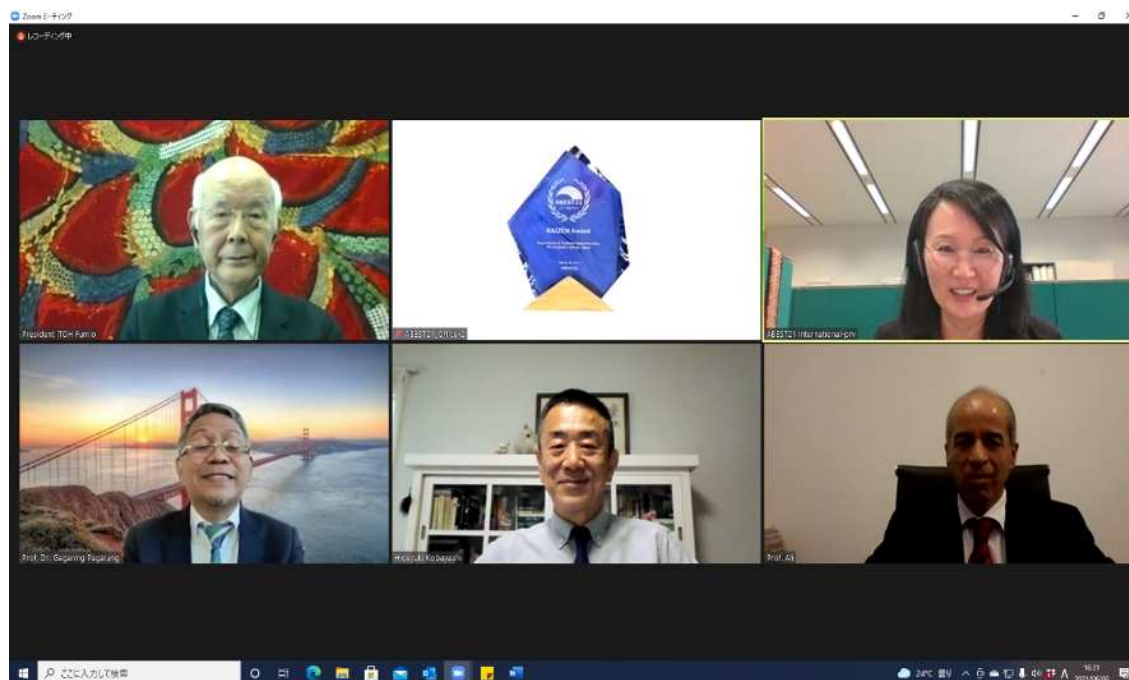
Leader, Dean Professor Dr. Ali Khatibi
Management & Science University, Malaysia

- Reply Speech

Dean Professor KOBAYASHI Hideyuki
Graduate School of Business Administration, SBI Graduate School, Japan

- Congratulations/Closing Remarks

ABEST21 Auditor, Professor Dr. Gagaring Pagalung
Universitas Hasanuddin, Indonesia



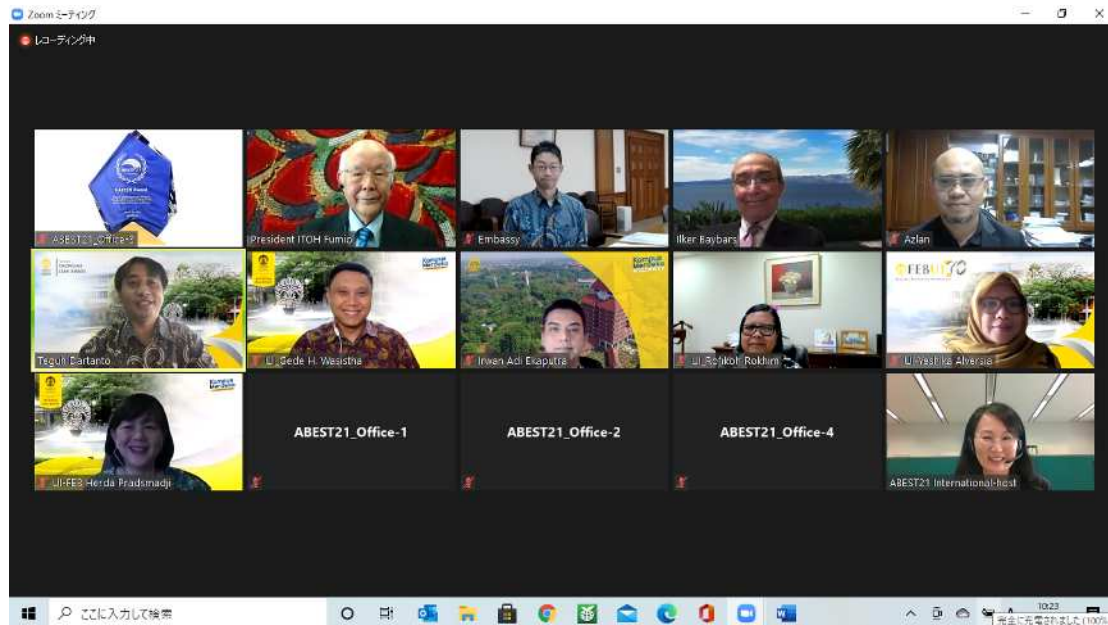
3) Faculty of Economics and Business, Universitas Indonesia, Jakarta, Indonesia

Date: Tuesday, June 8, 2021

Time: 10:00 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- Congratulations
First Secretary (Education Attaché) Yusuke TAKAHASHI
Embassy of Japan in Indonesia
- PRT Comments
Leader, Dean Professor Dr. Azlan Amran
Universiti Sains Malaysia, Malaysia
- Reply Speech
Acting Dean Dr. Teguh Dartanto
Faculty of Economics and Business, Universitas Indonesia, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Deputy Dean Emeritus Ilker Baybars, Ph.D.
Carnegie Mellon University, USA



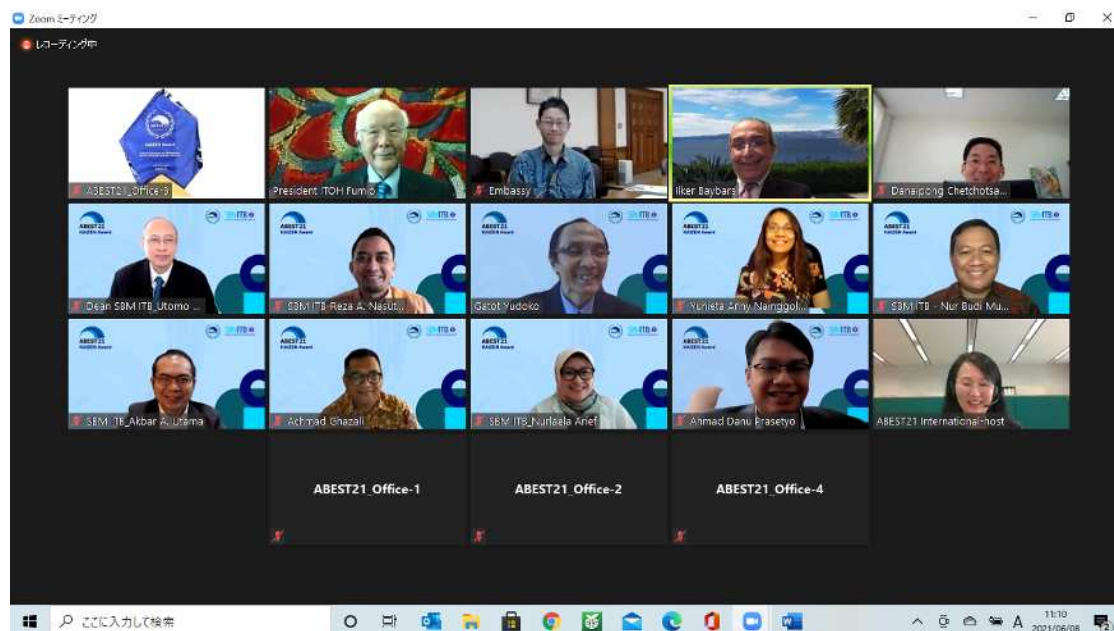
4) School of Business and Management, Institut Teknologi Bandung, Bandung, Indonesia

Date: Tuesday, June 8, 2021

Time: 10:40 (Tokyo time)

Chair: ABEST21 Managing Director NAKAGAWA Yuka, MBA

- Opening Remarks/Congratulations
ABEST21 President and CEO, Professor Emeritus Dr. ITOH Fumio
- Congratulations
First Secretary (Education Attaché) Yusuke TAKAHASHI
Embassy of Japan in Indonesia
- PRT Comments
Leader, Associate Professor Danaipong Chetchotsak, Ph.D.
Khon Kaen University, Thailand
- Reply Speech
 - Dean Professor Dr. Ir. Utomo Sarjono Putro
School of Business and Management, Institut Teknologi Bandung, Indonesia
 - Head of Academic Senate Ir. Gatot Yudoko, Ph.D.
School of Business and Management, Institut Teknologi Bandung, Indonesia
- Congratulations/Closing Remarks
ABEST21 Vice President, Deputy Dean Emeritus Ilker Baybars, Ph.D.
Carnegie Mellon University, USA



2. 「オンライン授業の質保証研究会」の開催について

ABEST21 Online Workshop "Assuring the Quality of the Online Lectures"

1) The Results of holding 6th Online Workshop "Assuring the Quality of the Online Lectures"

On Thursday, April 22, 2021 the 6th ABEST21 online workshop "Assuring the Quality of Online Lectures" was held with Adjunct Associate Professor Catherine Sibala, School of International Corporate Strategy, Hitotsubashi University, Japan, and Senior Lecturer Dr. Jayne Bye, School of Business, Western Sydney University Australia as the speakers.

Moderator:

Associate Professor Dr. Salmi Mohd Isa
Graduate School of Business, Universiti Sains Malaysia

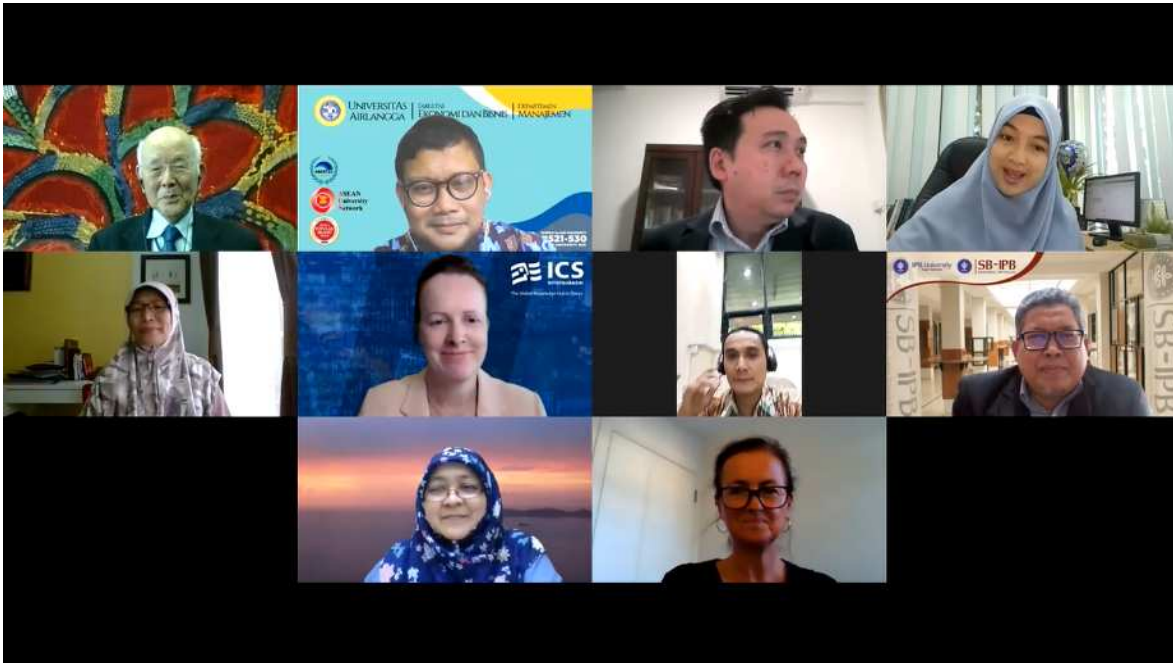
Speakers:

- Adjunct Associate Professor Catherine Sibala
School of International Corporate Strategy, Hitotsubashi University
- Senior Lecturer Dr. Jayne Bye
School of Business, Western Sydney University

Attendees:

- Senior Lecturer Dr. Jayne Bye, Western Sydney University, Australia
- Senior Lecturer Dr. Gancar C. Premananto, Universitas Airlangga, Indonesia
- Manager Ersu Tri Wahyuni, Ph.D., Universitas Padjadjaran, Indonesia
- Senior Lecturer Dr. Idqan Fahmi, IPB University, Indonesia
- Senior Lecturer Dr. Werner R. Murhadi, Universitas Surabaya, Indonesia
- Adjunct Associate Prof. Catherine Sibala, Hitotsubashi University, Japan
- Assistant Prof. Dr. Zabeda Bt. Abdul Hamid, International Islamic University Malaysia, Malaysia

- Prof. Dr. Huam Hon Tat, Putra Business School, Malaysia
- Associate Prof. Dr. Salmi Mohd Isa, University Sains Malaysia, Malaysia
- Associate Prof. Dr. Siti Zaleha Sahak, Universiti Teknologi MARA, Malaysia
- Assistant Prof. Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia
- Lecturer Dr. Suthasinee Susiva, Burapha University, Thailand



Meeting Memo:



Adjunct Associate Professor Catherine Sibala explained how they assure their quality of online education under the pandemic situation. She said that Hitotsubashi ICS took technological measures to improve the quality of online education. For example, they

installed high-quality cameras, moderate amount of HUB and LAN Cable to assure the internet connection and so on. Also, they introduced online communication tools such as Zoom and Miro to push online discussion in online class. Through these approaches, she told us that her school needs to enhance online education with increasing the share of asynchronous learning and discussion classes. After her presentation, workshop members discussed how to improve behaviors of students and teaching staff in the pandemic situation. Also, they shared their knowledge and experience in order to develop hybrid classes.



Dr. Jayne Bye explained the pandemic situation in Western Sydney University in Australia and how they acted for students. After they turned to emergency remote teaching, they combined real time teaching with Zoom and

asynchronous learning with pre-recorded video to maintain the quality of online education. In these measures, they found that internet facilities in students' houses are the key to improve the quality of online education. At the same time, she told us that her school needs to provide teaching staff with new ways of working in online education. As future challenges, she pointed out invigilating examinations and organizing hybrid class system. After her presentation, workshop members shared their issues to be improved on invigilating online examination, developing hybrid classes and so on.

2) The Results of holding 7th Online Workshop “Assuring the Quality of the Online Lectures”

On Thursday, May 20, 2021 the 7th ABEST21 online workshop “Assuring the Quality of Online Lectures” was held with Assistant Professor Zebada binti Abdul Hamid, Ph.D., Kulliyyah of Economics and Management Science, International Islamic University, Malaysia, and Professor Dr. Huam Hon Tat, Putra Business School, Malaysia as the speakers.

Moderator:

Senior Lecture Dr. Gancar C. Premananto

Faculty of Economics and Business, Universitas Airlangga, Indonesia

Speaker:

- Assistant Professor Zabeda binti Abdul Hamid, Ph.D.
Kulliyyah of Economics and Management Sciences, International Islamic University Malaysia
- Professor Dr. Huam Hon Tat
Putra Business School, Malaysia

Attendees:

- Senior Lecturer Dr. Gancar C. Premananto, Universitas Airlangga, Indonesia
- Senior Lecturer Dr. Idqan Fahmi, IPB University, Indonesia
- Senior Lecturer Dr. Werner R. Murhadi, Universitas Surabaya, Indonesia
- Adjunct Associate Prof. Catherine Sibala, Hitotsubashi University, Japan
- Assistant Prof. Dr. Zabeda Bt. Abdul Hamid, International Islamic University Malaysia, Malaysia
- Prof. Dr. Huam Hon Tat, Putra Business School, Malaysia
- Associate Prof. Dr. Siti Zaleha Sahak, Universiti Teknologi MARA, Malaysia
- Assistant Prof. Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia
- Director Naline Mohprasit, Ph.D., Naresuan University, Thailand



Meeting Memo:



Assistant Professor Zabeda binti Abdul Hamid explained the structural transition from pre-2015 to current situation under COVID-19 pandemic period. IIUM recognized

that their challenges is to strengthen their manpower and technological development before COVID-19 pandemic. However, in the pandemic situation, she pointed that IIUM needs to restructure their class content to be more business-oriented, efficient and effective, and to invest in the technology for hybrid class and online education in order to maintain the quality of online education. Also, IIUM is going to communicate with their students and school staff for their technological and mental support in the online environment. After her presentation, workshop members discussed monetary support for their students, the students' feedback to IIUM measures and so on.



Professor Huam Hon Tat introduced various measures taken by the Putra Business School in the difficult situation caused by COVID-19 and the responses from their

students. PBS strictly defined class forms in order to build effective educational system. For example, only two online platforms for online classes can be used, Zoom and Google Meet, and PBS has required teaching staff to check students' attendance by calling their name and ticking the name lists. In addition, PBS carried out the survey to collect feedback on these measures. They found that over

80% students overall are satisfied with the online environment. This means that PBS teaching staff utilized the technology for online education well. Also, the survey showed that over 75% students agreed that the online education should remain as the part of PBS educational system. After his presentation, workshop members discussed the difficulty of teaching theoretical things through online education.

3) The Results of holding 8th Online Workshop “Assuring the Quality of the Online Lectures”

On Thursday, June 17, 2021 the 8th ABEST21 online workshop “Assuring the Quality of Online Lectures” was held with Dr. Rosly Othman, Graduate School of Business, Universiti Sains Malaysia, Malaysia and Professor. Dr. Chiaki IWAI, Graduate School of Management, Aoyama Gakuin University, Japan as the speakers.

Moderator:

Associate Prof. Dr. Veena Jadhav
SP Jain School of Global Management, Singapore

Speakers:

- Project manager Dr. Rosly Othman
Graduate School of Business, Universiti Sains Malaysia, Malaysia
- Professor. Dr. Chiaki IWAI
Graduate School of Management, Aoyama Gakuin University, Japan

Participants:

- Senior Lecturer Dr. Jayne Bye, Western Sydney University, Australia
- Prof. Dr. Chiaki IWAI, Aoyama Gakuin University, Japan
- Associate Prof. Dr. Yudi Fernando, Universiti Malaysia Pahang, Malaysia
- Dr. Rosly Othman, Universiti Sains Malaysia, Malaysia
- Assistant Prof. Dr. Hen Kai Wah, Universiti Tunku Abdul Rahman, Malaysia
- Associate Prof. Dr. Veena Jadhav, SP Jain School of Global Management, Singapore
- Director Nalinee Mohprasit, Ph.D., Naresuan University, Thailand



Meeting Memo:



Manager Dr. Rosly Othman introduced the online class style that USM uses in its eMBA program. The school had an online MBA course before the pandemic, so many tools

have already been in place, such as e-library, online platform where students can register their attendance or check the class information, WebEx for Online class and so forth. The School prepared not only the software for online education for students, but also the technical way to conduct online class. For example, they decided how they evaluate students throughout online class, and how they conduct online examination. Still, they are annoyed with the issues of bad internet connection, and they recognize it as one of the specific problems of online transition in the COVID-19 pandemic. After his presentation, workshop members discussed further obstacles for online education in the pandemic situation.



Professor Dr. Chiaki IWAI gave a presentation about how GSM, Aoyama Gakuin University tried to improve the quality of their education in the difficult situation caused by

COVID-19 pandemic. The School has learned that their students have not been satisfied with the online education that equals delivering lectures through tele-conference system. In order to solve the problem, they have implemented two solutions. One is introducing "Mentor system" for their students. Through the "Mentor System", the students can have more frequent communications with faculty members. The second is introducing more online lectures from the business schools in other countries. At the end of his presentation, he introduced a backup system as the measure to cope with heavy user access. After his presentation, workshop members discussed how they quantify the outcome of student satisfaction of online education.

VII. Quality Enhancement -"Enriching Global Knowledge Network for Tomorrow"

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"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 International *online* International Symposium 2021 "Humanizing Management Education for Sustainable Economic Development in Asia-Pacific"



ABEST21 International online International Symposium 2021 entitled "Humanizing Management Education for Sustainable Economic Development in Asia-Pacific" was held on June 10, 2021 to celebrate the 15th Anniversary of ABEST21.

At first, the international symposium was going to be held in March, 2020. However, it was postponed due to unprecedented difficult situation caused by COVID-19 pandemic until this year. The online International Symposium 2021 was sponsored by ABEST21 and supported by UNU Institute for Advanced Study of Sustainability, United Nations University, Japan. About 27 delegations from 21 ABEST21 member institutions in 5 different countries participated in the symposium.

Program of the symposium is as follows:

Chair:

Associate Professor Danaipong Chetchotsak, Ph.D.
Faculty of Engineering, Khon Kaen University, Thailand

ABEST21 International

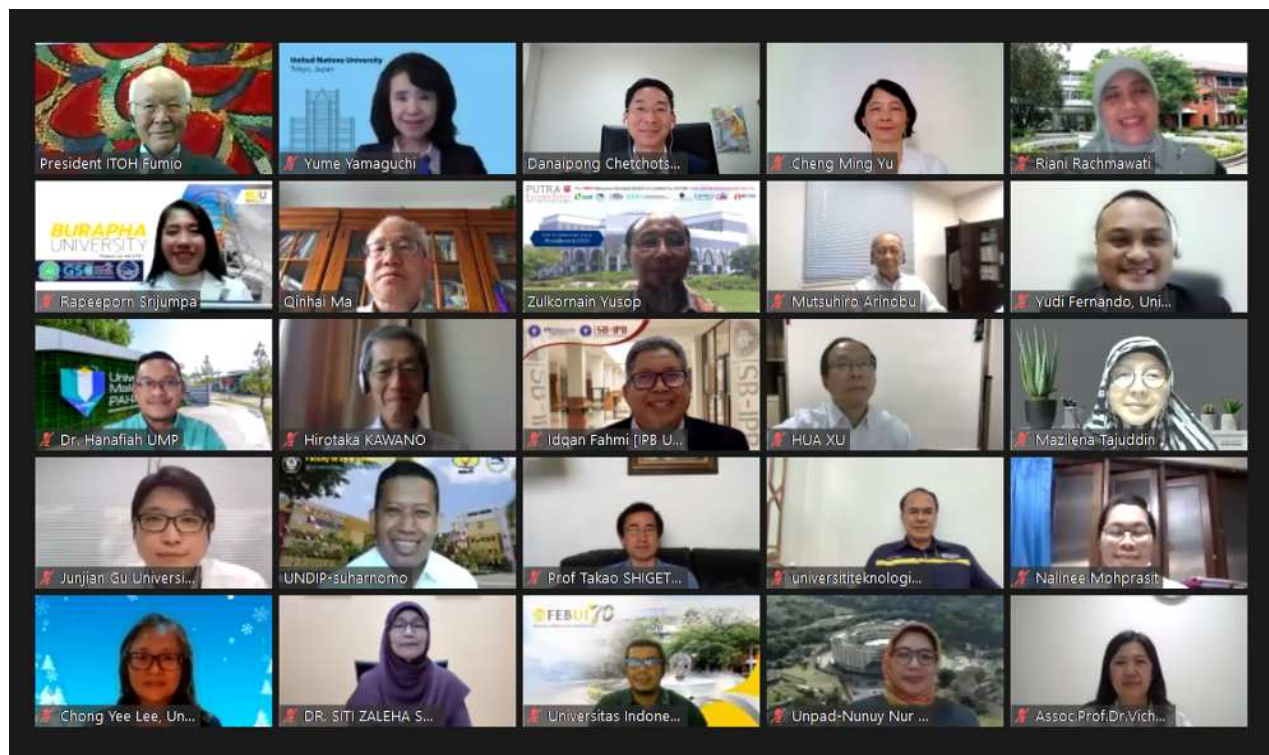
online

International Symposium 2021
"Humanizing Management Education for Sustainable Economic Development in Asia-Pacific"

15:00 to 17:00 (Tokyo Time)
June 10, 2021

sponsor:
ABEST21, Japan
(THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW, a 21st century organization)

supporter:
UNU Institute for the Advanced Study of Sustainability,
United Nations University, Japan



Opening Remarks:

ABEST21 President Professor Emeritus Dr. Fumio ITOH

Director Professor Shinobu Yume YAMAGUCHI, Ph.D.

UNU Institute for Advanced Study of Sustainability, United Nations University, Japan

Excellencies, Distinguished Guests, Participants, Ladies and Gentlemen,

Good afternoon and greetings to all.

First and foremost, on behalf of the ABEST21, I would like to express my deepest appreciation to Director Professor

Shinobu Yume YAMAGUCHI, Ph.D. for joining us in the online ABEST21 International Symposium.

At first, we planned to hold the symposium on March 12, 2021 at Aoyama Gakuin University, Tokyo.

Unfortunately, due to the spread of the COVID-19 pandemic, we had to postpone the symposium and now have to conduct it online, in real time and using a teleconferencing system. So, I greatly appreciate your understanding and support for conducting the symposium online.

Fifteen full years have passed since the foundation of ABEST21 on July 1, 2005. During the past 15 years we have acquired the spirit of "broad-mindedness" and "living in harmony" which welcomes the diversity of Asian values. We learned that in the business school education, a good balance between "Globalizing Management Education" and "Humanizing Management Education" is important, as in the lights and shadows of economic and business phenomena. We are confident that our mission is to develop a unique education quality assurance system to support the nurturing of management professionals for a "Sustainable Development" of Asia.

In this globalized world, what we need to do is to nurture management professionals who have moral qualities enabling them to live in harmony with various cultures, and advanced intellectual knowledge to understand different cultures and backgrounds. Samuel P. Huntington said in his book (1996) *"The Clash of Civilizations and the Remaking of World Order,"* " . . . In the post-Cold War world, the most significant disparities among different ethnic groups are no longer those of ideologies, politics or economies, but those of cultures. People began to identify themselves through ethnicity, language, history, values, customs, and systems. No one expects that all people on the earth have universal values." So, we have to learn to nurture human resources with good moral character who can harmonize cultural differences, and who have advanced intellectual knowledge to understand different cultures and backgrounds.

We are confident that this symposium will contribute to the enrichment of people who, having an unshakable faith in symbiotic relationships and working in harmony with environment, are capable of serving society and contributing to the sustainable development of the economic communities in Asia. To think seriously about the global future is to think seriously about Asia. We further intend to communicate the importance of these issues to the world in general.

Finally, I would like to express my deepest appreciation to the late Professor Dr. Arfah Salleh who gave us invaluable advices on development of the Joint Research Project No. 8.



Session I: Keynote Speech:

"Education for Sustainable Development in Business and Management Schools"

Director Professor Shinobu Yume YAMAGUCHI, Ph.D.

UNU Institute for Advanced Study of Sustainability, United Nations University, Japan

Thank you Mr. Chairman and thank you very much President Itoh.

I am happy to be here representing United Nations University Institute for the Advanced Study of Sustainability. ABEST21 International Conference goes back already to 2019. I understand that President Itoh has been wanting to organize the meeting face to face two years before. Now, because of pandemic, we really must mobilize our wisdom



to organize the meeting in a different and highly sophisticated modernity. But I think it is important that online we can have more participants from different parts of world by mobilizing technologies. Thank you for providing me with this opportunity to be with you today.

My presentation today is about "Education for sustainable development in business and management schools". Particularly our institution has four major areas of thematic research, and one is Governance, particularly localizing SDGs. The second thematic area is biodiversity and sustainable society. We are trying to connect nature and human relationship. The third is water resource management. We are trying to decentralize water resource management system because water resource system can be more capable to manage water usage in each community. The fourth is innovation and education. That is where our expertise of sustainability, of innovation and education development comes out. Today I really want to focus on the four major areas, one is Beyond Business as usual to achieve SDGs, the second is Business Sector and Agenda 2030, the third is teaching and business and management for the Sustainable Development Goals, and the last, about learning to adapt the global goals to institutional goals.

Let me start my presentation with Beyond Business as usual. Even before COVID-19 pandemic, the world faced massive economic, social and environmental challenges which include Climate change, Biodiversity loss, Increased inequality, and Growing uncertainty in investments. To cope with such a complicated situation, the Sustainable Development Goals (SDGs) were launched by the United Nations in 2015. In fact, international community is aiming to achieve these 17 goals by the end of 2030. How many of you today in this conference are aware how many days are left before the end of 2030? Can anybody guess how many days we must end before 2030? About 3,500 days are left for us. If we remove weekends, it is less than 3,000 days.

We have 17 goals including poverty reduction, quality of education, responsible consumption, gender equity, peace partnership. The business sector is an important agent to achieve these SDGs. Do you know how long ago the term "Sustainable Development Goals" was created? I clearly remember the day because it was my graduation day from Aoyama Gakuin University. In 1987, the term "Sustainable Development Goals" was a modification from the Brundtland Report.

In 2013, for the business enterprise, sustainable development means adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing human and natural resources that will be needed in the future. This is

really responds to core message by President Itoh in the opening remarks today.

We have these 17 goals and 169 targets. Which of the 17 goals are related with business sector? Anybody can answer? "All". Thank you very much. Yes, all 17 goals are related with the business sectors. We do understand that the business sector needs to develop young generation who understands these 17 goals to better contribute to the sustainable society.

Now, let me introduce a quote from famous president, Paul Polman, CEO of Unilever. He said that "The Sustainable Development Goals (SDGs) are the fundamental cornerstone of secure futures and business growth... it is not possible to have a strong, functioning business in a world of increasing inequality, poverty, and climate change".

The core message conveyed by the SDGs is closely related with business sectors and economic sectors. The business sector is one of the principal actors in Agenda 2030. The examples include Business Communication for the Sustainable Development Goals, World Business Council for Sustainable Development (CEOs), UN SDG Fund – Private Sector Advisory, and Private Sector Partners in Green Climate Fund. Just for your information, at the United Nations University Institute for the Advanced Study of Sustainability, we have launched just this week an intensive core course of sustainable finance. We are collaborating with business sector to connect with young professionals to cohost classes on sustainable development and sustainable finance. Sustainable finance is the very core of sustainable society. Sustainable finance is the very core of sustainable development.

This is another example called "SDG Compass" The SDG Compass is one online platform that provides guidance on how businesses can align their strategies with the realization of the SDGs. There are five steps for private sector to maximize their contribution, including Understanding the SDGs, Defining Priorities, Setting Goals, Integrating, and Reporting.

However, there is a difficulty. Business that incorporates SDGs is a new type of business. So teaching for sustainability means teaching a whole new type of business, especially for young generations. However, not only the business sector, but also most forms of education, business and management education have remained static in a 20th century model of how the world works. And by facing the pandemic situation, we must have a better way, we must have modernity to make things happen. So, therefore, to create a new way of teaching, a new modernity, we should change business education, including curriculum, pedagogy, and the need for life-long learning. This will be critical for the next generation of leaders and workers in the private sector. Particularly, businesses and business schools are constantly changing regarding sustainable development. Teaching approaches are departing from the pedagogical practices of the past, and shift to innovation as opposed to 20th century convention.

I would like to discuss some points about the curriculum development. We must develop new curriculum by incorporating the idea of SDGs. Business schools can support SDGs through their teaching by embedding education for sustainable development (ESD) into the curriculum. ESD can be incorporated into any curriculum, including business and management courses. The defining characteristic of ESD are the five competencies a given curriculum builds in students in relation to sustainability for the topic at hand (Wiek et al., 2011): Systems Thinking Competence, Anticipatory Competence, Normative Competence, Interpersonal Competence, and Strategic Competence. Of course, you are experts in business and management, you might be aware of these competencies, so I will go over the basic definitions of these competencies very quickly. Most important competence we believe is Systems Thinking. It is the ability to think of sustainability in terms of complex systems

cutting across deferent domains including society, environment, economy and so on, and across different scales, which is local and global. The second competence, Anticipatory Competence, is an ability to create and craft a picture of sustainable future, and apply problem-solving frameworks to sustainability issues. The term “picture” is similar to story or image; it includes quantitative and qualitative information and narrative as well as imaginary statements. Normative Competence is an ability to map, specify, apply, reconcile, and negotiate sustainability values, principles, goals, and topics. This capacity enables to assess sustainability or unsustainability of the claim and/or future states, particularly of the social and ecological system. The fourth competence is Interpersonal Competence – an ability to motivate, enable and facilitate collaborative sustainability research and problem solving. This capacity includes advanced communication and negotiation skills, collaborative leadership and transformative thinking, and most important – sense of empathy. Last of all is Strategic Competence, the capability is to collectively design and implement interventions, transitions, and transformative of governance strategies. These five competencies are important, particularly in developing curricula and for promoting sustainability.

I have quickly created a matrix. We have five competencies that we believe are important on the left side corner. On the top, there are different teaching modalities, from Lecturing to Critical Emancipatory pedagogy. This is not criticized. This shows which teaching modality can promote these competencies. For example, it shows that the Problem Based Learning and Community Service Learning can nurture all five competencies. And you can refer to journal articles on the relationship between different types of modalities and competencies.

Let us go on to Integrating ESD into business and management curriculum. This comes with its own set of challenges, because we, faculty, in our generation, were trained to develop our own courses that we teach. This approach did not build system thinking competence into the curriculum. Salmen (2018) found considerable fragmentation in how business and management schools incorporate sustainability into their curriculum. This work showcases how challenging it can be for the faculty with business expertise to build up their capacity to teach about social and environmental systems during their teaching careers. Capacity-building for faculty that was desired by instructors was not facilitated by the structure of the higher education institutions. Although we are facing those challenges, we should break through and transfer from traditional curriculum to new competency-based curriculum. I would like to share some examples from the book named “The Future MBA: 100 ideas for Making Sustainability the Business of Business Education. Weybrecht (2017) showcases successful shifts in conventional MBA curriculums and pedagogy. Have you heard of the University Impact Rankings by Times Higher Education since 2019? The Times Higher Education Impact Rankings are the global performance tables that assess universities against the United Nations’ Sustainable Development Goals (SDGs). The impact ranking is different from any university’s ranking. The university’s ranking is some combination between research, education, and social contribution. The impact ranking is focused on how the university, through education and research & community development, can make a positive impact on the society. Some examples are: Griff University in Australia, where MBA students are required to take a system-thinking course to incorporate social and environmental systems into their decision making; Rotterdam School of Management in the Netherlands, where students are required to take a Climate Change Course to understand how climate change will impact their business sector; HEC Montreal in Canada where students take a business history course that involves a 12-day, 500-km cycling trip to expose them to

how politics, culture and environment shape the economic development of a region. The last example is Wharton School in the USA. They have created a joint initiative with the World Bank Group called Ideas for Action, that invites students from around the world to devise strategies to finance the SDGs. Winners get the opportunity to receive project incubator support for their ideas. I think many new initiatives are taking place in different parts of the world. I would like to see examples that come out from Asia-Pacific countries soon. United Nations University has a network called Cross-planet. We have 15 members in 15 different countries. We would like to promote your collaboration for your endeavors. These slides show how business schools in the USA, Europe and Oceania has been connecting students to local communities or regional communities.

Now, let me say that program design is quite important, but teacher training is also important. While ESD competencies can be incorporated into faculty training programs in business and management schools, a challenge remains that in many business and management schools, especially in the MBA programs, lecturers come directly from the private sector. These people are experts in their areas of business, but the higher education institution they teach at has no mechanism to train or upskill them as they do not have the same incentive structure as research faculty. So it is important to connect academia and experts from business sectors.

Lastly, I would like to talk about learning to adapt global goals to institutional goals. I would like to show the data on Women in Parliament. While the SDGs were created with national governments in mind, it will be important for all sectors – including business – to learn how scale-down global goals to look at sustainable development in their own enterprises. For example, Target 16.7 states “Ensure responsive, inclusive participatory and representative decision-making at all levels. When we talk about sustainable development of society, the key point is – no one will be left behind. That is gender issues, generation issues, and regional issues. If we look at the chart, Proportion of female CEOs is hugely overestimated. Next let’s look at the visualized Gender pay gap in the developed nations. There is still pay gap between men and women. Asian countries including Japan and South Korea still have big gaps, while USA, European countries, and Oceania – lesser gaps.

This is my last slide. Private sector is moving faster on discrimination in the workplace protections. Only 27% of countries are covered by civil rights protections nationwide. So, you can be initiators. You can make a difference on many of the SDGs, you can impact the society.

This is the end of my talk today, but I really hope my talk about competencies, which are closely aligned with planning and achieving SDGs, can promote these ideas to the private sector.

Thank you very much for your attention.

Session II: Panel Discussion:

“Humanizing Management Education for Sustainable Economic Development in Asia-Pacific”

Moderator:

- Professor Dr. Ming-Yu Cheng (Universiti Tunku Abdul Rahman, Malaysia)

Panelists:

- Professor Dr. Qin Hai Ma (Northeastern University, China)
- Dean Assistant Professor Dr. Rapeeporn Srijumpa (Burapha University, Thailand)
- Assistant Professor Dr. Riani Rachmawati (Universitas Indonesia, Indonesia)

Moderator:**Professor Dr. Ming-Yu Cheng (Universiti Tunku Abdul Rahman, Malaysia)****“Abstract on ABEST21 Joint Research Project 8”**

Nurturing business leaders in this changing environment requires business schools to continuously review and relook into the delivery of business management education. This is to ensure the relevance of the business schools for creating a positive impact on society. Humanizing management education is becoming the focus of business management education in the effort to nurture responsible and ethical business leaders to improve human well-being. The occurrence of the past financial crisis and the outbreak of the COVID-19 pandemic had reminded us of the urgency for business schools to advance business and management education with “human values” and “human nature” as the core value of the business curricula, to create meaningful engagement with the society and nature.

This study examines the development of humanizing management education among ABEST21 member schools. The findings which integrate information, opinions and suggestions from various sources indicate that key stakeholders, particularly business schools, companies, students, and alumni, are concerned about humanizing management education. Although no standard definition can be derived for humanizing management education, there is a general agreement that business activities should be focusing more on the human aspect rather than profit as the ultimate goal to ensure sustainable economic development. Incorporating ethics-related courses is a common way to integrate the humanizing aspect into business management programs, and some schools are working closely with the industry to bring in humanizing management practices from the industry perspective.

The major challenge in promoting humanizing management education is the lack of expertise and guidance, information as well as materials for the business schools to integrate humanizing element into business curricula. Hence more efforts should be devoted to exploring good practices and developing the guiding principles, expertise, and materials to fill the gaps to promote humanizing management education in business schools.

**Panelist:****Professor Dr. Ma Qin Hai (Northeastern University, China)****“Establishing the concept and understanding of Humanizing Management Education”**

In this project, we collect and review the perspectives of key stakeholders of business schools on Humanizing Management and Humanizing Management Education. Although there are differences in their expressions and foci, the core topics are Management is about People, encompassing human dignity, wellbeing, equal rights, freedom, fairness, respect and collaboration, and Management Education for Students to become better persons for the benefit of themselves and others, to be able to conduct business along with humanitarian principles and good morals, to understand human culture and human management, to be responsible for sustainable



working word.

We also did literature review and consider two similar viewpoints, responsible management education and humanistic leadership education. We suggest Humanizing Management be a transformative business management that shifts from profit-oriented to humanity-oriented perspective. It should be the fundamental insights of the humanities and wisdom along with the aspiring business sciences that ask questions such as what it means to be human and what it takes to achieve such goals. Humanizing Management Education is an influential driver of humanizing management practices. It should become a transformative business management education, not just a patch for the existing one. Students who are well-educated in humanizing management should become effective prime movers in management transformation towards humanizing management in organizations. Humanizing Management Education serves to educate professionals towards sustainable economic development, "a global economy that protects human dignity and promotes human wellbeing in an economic system in which all stakeholders are equally respected so that market mechanisms are applied to maximize societal benefits rather than individual profits; an economy in which economic rationality is applied as a means rather than an end in itself."

Panelist:

Assistant Professor Dr. Rapeeporn Srijumpa

Dean, Graduate School of Commerce, Burapha University, Thailand

"Stakeholders' viewpoints on the importance of Humanizing Management Education"

One of the research objectives was to investigate key stakeholders' viewpoints on the importance of humanizing management education (HME). The respondents were industry leaders, management executives, alumni and students of business management programs. The findings indicate that key stakeholders, particularly CEOs, students, and alumni, are concerned about HME. Online interviews were conducted with selected respondents from



Malaysia, Thailand, Indonesia, Japan, and China. HME is becoming the focus of business management education in the effort to nurture responsible and ethical business leaders to improve human well-being. Even in the digital economy, one CEO respondent mentioned that "it is still important for the educational institutions to cultivate the spirit of humanity, because during this period the society is less inclined to nurture humanization than in the past". Thus, business schools need to develop humanizing management (HM) courses in the curriculum, understand the worldwide practices of HM, for instance people management, emotional management, cultural management, talent management. "Fostering HM in an educational institution will bring benefits to both business organizations and the society broadly," said one alumni, while the student respondents expressed that "The assessment methods for MBA program should change, evaluate different aspects of management, to increase the human aspect, interaction, flexibility, communication, teamwork". However, CEOs pointed out that "humanizing education is the only hope – and education is a lifelong journey", so "Business schools must provide self-improvement courses to make sure graduates are well-equipped, both physically and emotionally, to work professionally." In summary, it is not just the students who should be focusing on HM but all stakeholders, including staff and

professors of the educational institutions, as well as management executives and CEOs of the business organizations. They all should develop a clear understanding of humanizing management to promote the principles of humanitarianism towards all stakeholders for sustainable development.

Panelist:

Assistant Professor Dr. Riani Rachmawati

FEB-Universitas Indonesia, Indonesia

"Summary of Research Methods employed in Project 8"

Phase one of data collection for project 8 was a survey of the school members. 35 respondents participated in the survey (Indonesia 51%, Malaysia 23%, Japan 14%, Thailand 6%, China 3% and Singapore 3%). The survey showed that the school members consider globalising research and education as their first priority, although they are also very much aware of the importance of humanizing education. However, the biggest challenge they face is the lack of guidelines to develop humanising management education. When the school members were asked about the qualities/attributes which are important for humanising management education, they made a similar list for the top 15 qualities. The top three important qualities were passion to work with others, spirit of service, and good interpersonal relations. The top three qualities for performance were good interpersonal relations, responsibility, and confidence. In terms of activities that they consider among the best to humanise management education, organizing relevant courses/workshops/seminars and incorporating ethics in business courses are in the top list.



In the phase two of data collection we used Self-Check Reports (SCRs) submitted by the school members. There were 50 reports from 2016-2020. The analysis of SCRs indicated five main themes in explaining humanising management education. These five main themes are: (1) Vision and mission; (2) Expected values; (3) Expected Skills; (4) Curriculum; and (5) Research and Publications. These themes emphasise on the necessary elements of humanising such as 'ethical', 'morality', 'professional', 'global and culture sensitivity' and 'student-centred learning'.

Closing Remarks:

President and CEO Professor Dr. Zulkornain Yusop

Putra Business School, Malaysia

In the closing remarks, President and CEO Professor Dr. Zulkornain Yusop shared a deep memory of the late Professor Dr. Arfah Salleh, former President and CEO of Putra Business School, Malaysia, and Founder and Principal Director of Human Governance Institute INC., who promoted Human Governance and Humanizing at the Business School. Professor Dr. Arfah Salleh passed away on 19 December 2020.

Professor Dr. Zulkornain Yusop said that she will be remembered for her hard work and dedication during the Joint Research Project No.8 "Humanizing Management Education for Sustainable Economic Development in Asia-Pacific," for her collegiality, for her



forward-looking thinking, and her keen ability to engage and collaborate with international members of ABEST21.

2. 第38回マネジメント人材育成協議会の開催について

2021年5月13日（木）、第38回マネジメント人材育成協議会がオンラインにて開催された。冒頭に、ABEST21 伊藤文雄理事長よりマネジメント人材育成協議会設立以来の取り組みについて説明がなされた。次に、文部科学省高等教育局専門教育課 専門職大学院室、渡邊倫権推進係長より中央教育審議会分科会等での懸案事項等について紹介がなされた後、単位認定の水準等について質疑応答がなされた。その後、早稲田大学大学院経営管理研究科長竹原均教授より、「早稲田ビジネススクールのプログラムポートフォリオの特徴とこれまでの取組」について紹介され、同じセグメントの Diversity の担保等について質疑応答がなされた。次回は、2021年9月15日に第39回マネジメント人材育成協議会の開催が予定されている。

