

SBM ITB CURRICULUM ENHANCEMENT PROPOSAL IN THE FACE OF BUSINESS SCHOOL COMPETITION IN SOUTH EAST ASIA

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Abstract—The interesting phenomenon occurs nowadays with intense competition among business and management schools in Indonesia and the South East Asia region. Business schools would play a major role in the near and long term future as one of the most important part in the development of Indonesian economy. And it would be wise that the future generation will be leading the pivotal positions in the domestic and multinational business companies that held their presence in Indonesian soil rather than maintaining foreign labors dependencies in vital positions. The thesis research was conducted at SBM ITB Bandung Undergraduate Program and by benchmarking it with several top business and management school in South East Asia region. External and internal analysis revealed the problem root cause that SBM ITB is facing. The external factors pictured the detailed information of the business and management program that SBM ITB and its competitors is currently running. The internal factors showed what SBM ITB is currently lacks against its competitors. The solutions to answer the problem root cause at SBM ITB are constructed carefully by managing integration between the current strength of learning methods at SBM ITB and the business solutions alternatives proposed by the research. The alternatives offered ranging from offering additional courses solution to the existing curriculum, suggesting an increased number in academic staffs and by increasing the efforts in communicating the improvement that is being made at SBM ITB. In the end it is crucial to set the goal for SBM ITB to both attract the qualified prospective students and produce bachelor graduates in business and management program that have the same qualification with its international competitors. Therefore SBM ITB graduates can compete in the business field of national and international level and by default it is also lifting the reputation of SBM ITB.

Keyword : Business, Course, Curriculum, Management, School

1. Introduction

The massive growth of business opportunities in Indonesia's recovering economy needs to be matched with the availability of professional manpower that is competent to undertake the challenges. The business world cannot afford to always have the dependency on foreign labors. This is where the role of business schools is needed to prepare the proper intake for the business world. Through a variety of teaching methods, especially with emphasis on the method of case studies, business schools prepare their students to face the problems encountered in the business world and then generating business solutions quickly, accurately and efficiently. In the 1970's the idea of setting up a business and management program sprang in the minds of ITB's academic. And the idea was continued being worked on by the Department of Industrial Engineering by creating a framework. That idea finally became a realization when the Master of Business Administration (MBA) program was founded in 1990 by Prof. Mathias Aroef with the focus on management technology.

And that later continued with the formation of School of Business and Management (SBM) ITB. The process began when the Rector of ITB appointed ten academics in charge of the committee that was

tasked of formulating the foundation of SBM ITB (nature of business, the vision, mission, strategy, scope, program, curriculum design and teaching methods). And finally the Dr. Kusmayanto Kadiman as ITB Rector declared the opening of School of Business and Management ITB (SBM ITB) on December 31, 2003 and SBM ITB will be operating the MBA and the Undergraduate Program. SBM ITB is still growing and the number of academic and administrative staff is also growing. Currently SBM ITB has five programs under its wing, namely:

1. Bachelor of Management Program, established in December 2003
2. Master of Business Administration Program, joined the SBM since December 2003
3. Master of Science in Management Program, established in February 2007
4. Doctor of Science in Management, established in August 2008
5. Bachelor of Entrepreneurship Program, established in October 2012.

SBM ITB Bachelor of Management Program is design to prepare its graduates upon completion of their study to enter the business sector whether as private business start-ups or entrepreneurs, as companies' management trainees' entry program or as experienced business professionals. SBM ITB Bachelor of Management Program students are educated in the field of basic leadership, business knowledge, skills of communicating, general management and also management functions. The expectation of it would be that students are able to contribute within team with embedded ethics and optimistic in embracing the entrepreneurial challenge. Therefore the end product would be that as graduates, students would have a much broader career prospects in all kinds of business ventures (management, consulting services, financial and also entrepreneurial).

SBM ITB Bachelor of Management program has six different majors to offer, they are: Finance, Marketing, Operational, People Knowledge, Decision Making, and Entrepreneurship. The Bachelor of Management program is expected to be completed in three years or equivalent with nine semesters comprising of 144 credits. In the future the competition in becoming the best business school in Indonesia and the South East Asia region will become much harder. In the latest survey conducted by SWA Magazine in November 2009 on business schools in Indonesia showed that SBM ITB is the best business school in Indonesia according to its respondents (program participants and alumni of business schools). But, a different survey conducted by SWA Magazine on different respondents (users that were represented by HRD professionals) showed a slightly different result. SBM ITB was placed in the third position after Universitas Indonesia in first position and Prasetya Mulya Business School in second position. Based on these two surveys, SWA Magazine concluded that SBM ITB is still the best business school in Indonesia. While on a larger scale in South East Asia, the survey on business school in the region conducted by Eduniversal, SBM ITB is ranked 19 from 28. It is clear now that the competition amongst business school in Indonesia is highly competitive.

If the business school can offer excellent graduates with appropriate competencies to the business world, then it serves multi purposes as it fulfill the needs and wants of students who enrolled to their program and also it create the trust with the industries that employed their graduates. The business school will have to tailor its programs and services to its main consumers; the potential students who will decide which business school to enroll from a large selection of schools available. In this case a very important matter to consider is the curriculum of its undergraduate program. SBM ITB in particular, to succeed and maintain at the top of the competition among business schools will have to answer to the challenges that being presented to them. The ever changing conditions of business world would require SBM ITB to offer its students with curriculum that match the present and future demands of business world. SBM ITB would also need to address the method of conveying the curriculum to be effective and straightforward. With the approach from upstream to downstream, from the very beginning of creating a curriculum, selecting courses that are necessary, lecture method, evaluate the output graduates and

improving the curriculum in order to meet the demands is a continuous process. That is the obstacles that required detailed attention in order to compete with the other business schools.

2. Business Issue Exploration

The root causes of SBM ITB business problems consist of several factors. A thorough analysis of SBM ITB, its competitors and other matters eventually will reveal the causes of the problems. Currently with the government regulations limiting the flexibility of SBM ITB in the enrollment procedure may result in the loss of market share in the business and management school program when it has to compete with local and international competitors. And SBM ITB is also in serious competition in regards to the curriculum that its rival is offering in the market. This condition is defined by the latest survey by Eduniversal where SBM ITB is currently trailing behind its international competitor in the South East Asia region.

A. Conceptual Framework

In order to better understand the origins of the problems SBM ITB is currently facing, the guidance in the form of a conceptual framework pictured below is used:

Figure 1. Conceptual Framework

B. Method of Data Collection and Analysis

The research process is break down into several steps. The first step was be the collection of secondary data, performed during the months of December 2011 – March 2012. The data was gathered from South East Asian business and management school. After acquiring the data, the second step was to do benchmarking analysis, by which the steps of analysis were already mentioned in the conceptual framework. From the benchmarking process it can be figured out what the competitors have that SBM ITB does not already have at the moment. Also we can understand the trend and common use of method that was already implemented in other business school. After the differences between SBM ITB and other business school becomes clear, and then move on to the next step of attempting to develop the improvement necessary for SBM ITB to gain competitive advantages among its competitors. The data gathered for benchmarking were obtained from each of the business and management school official website and consist of information such as the curriculum (compulsory and elective courses) and 7P Marketing Mix (Product, Price, Place, Promotion, People, Process and Physical Evidence). From the benchmarking process it can be figured out what the competitors have that SBM ITB does not already

have at the moment. Also we can understand the trend and common use of method that was already implemented in other business school. After the differences between SBM ITB and other business school becomes clear, and then move on to the next step of attempting to develop the improvement necessary for SBM ITB to gain competitive advantages among its competitors. The order of sequence is shown in the figure below.

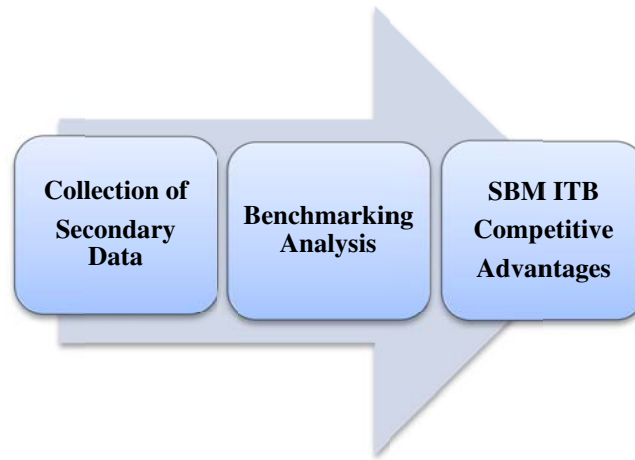


Figure 2. Research Methodology

C. Analysis of Business Situation

From the external analysis study using Porter Five Forces Analysis there are several matters that were found, such as:

- The growing number of business & management school and the presence of international universities in South East Asia.
- There are several programs that became a substitute factor for SBM ITB to conducts business and management education.
- The quality and quantity of SBM ITB were far less than what the top business and management school such as NUS, Nanyang and INSEAD employed.
- The ranking for business and management schools in the South East Asia region according to Eduniversal in 2012, there were 18 others business and management school in South East Asia which was rated better SBM ITB which is currently ranked at 174th place.
- The other stakeholder that greatly influenced the business and management school competition in Indonesia is the government

From the internal analysis STP analysis it is learnt that SBM ITB Undergraduate Program targets high school graduates who are preparing to enter the business world as young professionals, Management Trainees, or pioneers of their own businesses once they graduate for SBM ITB. The potential customers of SBM ITB are those whose education background is graduates from high school (SMA) with natural science major (IPA) and social science major (IPS). Based on the latest government regulation via Permendiknas no.34/2010 and PP no.66/2010, the new policy admission is through SNMPTN. The quota is 60% through invitation channel and 40% through written channel.

From the internal analysis Curriculum analysis, the main problems SBM ITB faces here are how to construct a curriculum that will create business and management school graduates of international quality from local students and how to promote such curriculum to ensure maximum exposure to prospective students with great impact. The basic concept of curriculum for undergraduate program in Indonesia consists mainly of government compulsory courses, university compulsory courses, faculty compulsory courses, program study compulsory courses and then followed by elective courses required by major, minor, concentration or specialization of its respective program study. A thorough analysis of compulsory and elective courses of SBM ITB and its competitors provided these following important

highlights. The introductory courses for undergraduate programs in business and management schools across South East Asia are quite similar in terms of the materials that are taught. And while the compulsory subjects of SBM ITB undergraduate program is satisfying enough, a great concern needs to be addressed at the lack of choice within the depth selection of the elective subjects for each of its major.

From the internal analysis 7P analysis of the business and management schools in South East Asia region, it will picture the state of competition that is currently going on, such as:

- **Product Analysis:**
SBM ITB undergraduate program currently only offer one regular program only. While other business and management schools in South East Asia including some institutions in Indonesia already offer other non regular programs.
- **Price Analysis:**
The cost of business and management undergraduate program in SBM ITB is considered higher than most of the other schools in Indonesia and South East Asia.
- **Place Analysis:**
For the regular and most of other business and management program, the place is located in the same location. For institution that offer dual degree program, there is a second study location beside in foreign institutions.
- **Promotion Analysis:**
The majority of business and management school have utilized the same communication media, such as online information, personal contact, open house day, publicity, press advertising, electronic marketing and hard copy of prospectus.
- **People Analysis:**
The number of academic staff in SBM ITB is in pale comparison with the top business and management school.
- **Process Analysis:**
The admission process of public universities in Indonesia is bound with government regulations while its private universities competitors have much more flexibilities. The learning methods are generally the same except SBM ITB doesn't have On Job Training.
- **Physical Evidence Analysis:**
The majority of business and management school are already equipped with the basic main and supporting facilities. SBM ITB currently lacks in study center and student club facilities.

3. Business Solution

From the business issues exploration the root cause of the problem can be discovered. In SBM ITB case, it consists of three things:

- The elective courses for each major needs variations in terms of the number of courses to be offered.
- The lack of number of academic staff with Doctorate & Professor qualification.
- Lack of effort in communicating the curriculum's advantages.

A. Alternative Business Solution

Before presenting the business solution alternatives to the problem root cause, it is paramount that the solutions to be offered will not create new bigger problems in the future and it will not eliminate the already existing competitive advantages that SBM ITB had. For the present time and short term future it is suffice to say that the currently employed learning methods is already well enough and should integrate seamlessly with the business solution alternatives. In the efforts of improvement SBM ITB is recommended to choose the Focused Differentiation strategy. The Focused Differentiation strategy is

considered as the most appropriate strategy to be applied due to several constraints that SBM ITB as an education program is subjected to. Some of those constraints are government regulations, budget, human resources and time of application. The following table below will offer summarize alternative solutions to the root causes of problems and challenges faced by SBM ITB.

Table 1. Business Solutions Alternatives

Root Cause	Business Solution Proposal
The elective courses for each major needs variations	Courses offering solution
The lack of number of academic staff with Doctorate & Professor qualification	Lecturers solution
Lack of effort in communicating the curriculum's advantages	External communication solution

B. Analysis of Business Solution

Courses Offering Solution

For the compulsory subjects taught in undergraduate level, it is basically contain the same structure of guidelines which consist of government required courses, universities required courses and faculties or schools required courses. These courses are practically similar for all universities undergraduate level curriculum in the same country. Therefore the focus is now being shifted primarily at the elective courses offered in its major or concentration. The majors or concentrations of a business and management school in correspondent to the number of elective courses that are available is clearly higher in neighboring countries. And those are representing the business and management schools that have better ranking according to Eduniversal survey. For SBM ITB the focus is now on selecting which major require additional elective courses to be added in its curriculum and what subjects are to be added in its curriculum to enrich the learning experience of its students.

Lecturers Solution

The top business and management school in South East Asia is supported by a large number of academic staff. Should SBM ITB wishes to compete with the top business and management school in attracting prospective students from Indonesia to enroll in its program then the number of academic staff must also be increased. This is also related with the above solution in increasing the number of elective courses for every major in SBM ITB. Right now the number of academic staff with Doctorate degree and Professor in SBM ITB is in pale comparison to other business schools. With its proclaimed vision to become a world class institution then it is clear that the only way is to increase that number.

External Communication Solution

In order to expand and attract the interest of prospective students from Indonesia to enroll at SBM ITB and not its competitor in South East Asia then the problem must be identified. SBM ITB official website is currently outdated with the only active section is the news section. With the growing number of people almost inseparable with social media such as Facebook, Twitter and websites, there are also disadvantages that carry with it. The official website is the pinnacle of all media outlets used for promotion of SBM ITB. It is always online and in theory, updating the contents could be done in a relatively short time. There are several points that SBM ITB needs to change in order to communicate its improved curriculum:

- SBM ITB is rarely updated except for the news section.
- The section regarding the explanation of curriculum for not only SBM but also MBA, MSM and DSM is missing and was never fixed.
- The importance of designing new content in the official website that promotes the new curriculum improvement which is easily accessible to first time guest of the website.

The new content of the website that specifically designs to communicate the improved curriculum benefits to visitors of the website should follow several guidance to ensure that the message is received by the web visitor with maximum effect. First, the link for the new improved curriculum should be located in the main page with large icon so it is easily recognized by web visitor. Second, the important thing is quickly address the benefits of the new curriculum in the web page. And third, is to design a simple course synopsis or a module description regarding the courses that is prepared for undergraduate students.

4. Conclusion and Implementation Plan

After conducting a thorough business solutions analysis and formulating a strategy then the next step is implementation plan of the improvement strategy of SBM ITB in the near future. Program implementation will be undertaken in the following areas:

- Courses Offering
- Academic Staffs/Lecturers
- External Communication Solution

Courses Offering

Strategy prioritization in curriculum improvement will be based on the importance of courses that is already taught in at SBM ITB and courses that may improve the quality of its graduates. For the elective subjects, this is where SBM ITB will have the opportunity to create an improvement strategy that will give a competitive edge among its competitors. As it has been observed thoroughly, the top competitors in business and management school with higher ranking in South East Asia offered larger variation in terms of majors or concentration or specialization and their respective elective courses.

Human Resource Plan

There are three sections that require immediate addition of personnel, the academic staff, career service and IT specialized in social media interaction. The academic staff is the most important section that needs to be addressed immediately is SBM ITB has decided to move forward with the improvement strategy in enriching the curriculum with additional elective courses. It will also to achieve the ideal ratio between SBM ITB students that is increasing every academic year and the current lecturer number.

Another additional recruit would be to maximize the career service division in SBM ITB which is currently understaffed. Career Service will perform better in assisting students during selection process of company while doing undergraduate final project, establishing and expanding cooperation among SBM ITB with business companies.

External Communication

This staff will be responsible in specific tasks regarding the external communication strategy of SBM ITB. Those tasks include providing regular updates of SBM ITB website such as news, website content and its maintenance. SBM ITB official website is an important part in the external communication strategy since it provides a glimpse of information regarding the education at SBM ITB. It is crucial that just by browsing the website, the web visitors can find most of the information that they are looking for. And it is a good media to promote the new and improved curriculum that will differentiate SBM ITB from its competitor with the advantages of always online and much cheaper than other media promotions. Another task would be attending SBM ITB social media account such as Facebook or Twitter.

The implementation plan of the solutions proposed is scheduled to begin in the year 2013 for twelve month duration from January to December 2013. Constructing a time frame for the implementation plan is very crucial to serve as a guideline to maintain the progress as scheduled. It will also serve as

prediction regarding the financial budgeting allocated for the process. The scheduling for SBM ITB Activities Proposal Timeline is available in Exhibit 1.

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Exhibit 1

Business School Ranking According to Eduniversal

Country	University	Ranking
Singapore	National University of Singapore - NUS Business School	26
Singapore	INSEAD Business School	64
Singapore	Nanyang Business School - Nanyang Technological University (NTU)	69
Thailand	Chulalongkorn University - Sasin Graduate Institute of Business Administration	85
Thailand	Asian Institute Of Technology (AIT) School of Management	86
Philippines	AIM - Asian Institute of Management (W. Sycip Graduate School of Business)	91
Singapore	Singapore Management University - Lee Kong Chian School of Business	110
Malaysia	University of Malaya - Faculty of Business And Accountancy	112
Indonesia	University of Indonesia Faculty of Economics	121
Malaysia	Universiti Putra Malaysia (UPM) Faculty of Economics & Management	138
Philippines	University of The Philippines (UP) College of Business Administration	138
Vietnam	Vietnam National University Hanoi School of Business	140
Brunei	Universiti Brunei Darussalam - Faculty of Business, Economics and Policies Studies	148
Philippines	De La Salle University - College of Business and Economics	158
Malaysia	Universiti Teknologi Malaysia International Business School	159
Indonesia	Gadjah Mada University - Faculty of Economics & Business	160
Vietnam	University of Economics - Ho Chi Minh City	164
Malaysia	Universiti Kebangsaan Malaysia (UKM) Faculty Of Economics & Business	165
Indonesia	Institut Teknologi - Bandung School of Business and Management	174
Philippines	Ateneo De Manila University Graduate School Of Business	175
Kamboja	University Of Cambodia College Of Management	178
Thailand	Kasetsart University - Faculty of Business Administration	180
Vietnam	CFVG - Centre Franco-Vietnamien de Formation à la Gestion	180
Indonesia	Airlangga University - Faculty of Economy & Business	184
Indonesia	Ipmi Business School - Indonesia Institute for management development	185
Philippines	University Of Santo Tomas Ust Graduate School	186
Thailand	Khon Kaen University College of Graduate Study In Management	189
Indonesia	Prasetiya Mulya Business School	193

Exhibit 2

Academic Staff in Several Business and Management Schools

COUNTRY	UNIVERSITY/BUSINESS SCHOOL	ACADEMIC STAFF					TOTAL	ACADEMIC STAFF
		BACHELOR	MASTER	DOCTOR	PROFESSOR			
INDONESIA	Prasetiya Mulya Business School	3	29	11	7		50	38
	Universitas Diponegoro - Faculty of Economics	-	93	22	12		127	146
	Universitas Airlangga - Faculty of Economics	13	125	42	13		193	N.A.
	Universitas Gajah Mada - Faculty of Economics	3	51	63	26		143	125
	Ipmi Business School - Indonesia Institute for Management Development	-	18	16	2		36	N.A.
	Institut Teknologi Bandung - School of Business and Management	4	47	20	4		75	80
	Universitas Indonesia - Faculty of Economics	6	86	43	11		146	31
MALAYSIA	Universiti Utara Malaysia (UUM) - Othman Yeop Abdullah Graduate School of Business	58	251	162	81		552	31
	Universiti Kebangsaan Malaysia (UKM) - Faculty of Economics and Business	-	4	4	34		42	43
	Universiti Sains Malaysia (USM) - School of Management	-	-	56	11		67	33
	Universiti Teknologi Malaysia (UTM) - International Business School	-	-	14	8		22	7
	Universiti Putra Malaysia (UPM) - Graduate School of Management	-	62	54	35		151	53
	Universiti of Malaya - Faculty of Business and Accountancy	-	18	21	12		51	28
SINGAPORE	Singapore Management University - Lee Kong Chian School of Business	1	6	52	45		104	47
	Nanyang Technological University (NTU) - Nanyang Business School	-	3	102	94		199	N.A.
	INSEAD Business School	-	-	40	131		171	N.A.
	National University of Singapore (NUS) - NUS Business School	-	-	60	121		181	20
PHILIPPINES	University of San Carlos - College of Commerce	N.A.	N.A.	N.A.	N.A.		104	N.A.
	University of Santo Tomas - UST Graduate School	N.A.	N.A.	N.A.	N.A.		195	9
	Ateneo de Manila University - Graduate School of Business	12	107	34	8		161	20

Exhibit 2**Academic Staff in Several Business and Management Schools (continued)**

COUNTRY	UNIVERSITY/BUSINESS SCHOOL	ACADEMIC STAFF					NON ACADEMIC STAFF
		BACHELOR	MASTER	DOCTOR	PROFESSOR	TOTAL	
PHILIPPINES	De La Salle University - College of Business and Economics	74	106	10	28	218	17
	University of The Philippines - College of Business Administration	-	10	3	31	44	9
	Asian Institute of Management (AIM)	-	18	14	15	47	N.A .
THAILAND	Khon Kaen University - College of Graduate Study in Management	-	7	8	3	18	N.A .
	Prince of Songkla University - Faculty of Management Sciences	-	35	17	14	66	61
	Chiang Mai University - Faculty of Business Administration	-	18	18	15	51	53
	Kasetsart University - Faculty of Business Administration	-	9	35	21	65	57
	Thammasat University - Faculty of Economics & Business School	-	24	43	50	117	5
	Chulalongkorn University - Sasin Graduate Institute of Business Administration	-	6	18	31	55	N.A .
	Asian Institute of Technology (AIT) - School of Management	-	-	24	16	40	19
BRUNEI	University Brunei Darussalam - Faculty of Business, Economics and Policies Studies	-	27	22	7	56	7
VIETNAM	CFVG - Centre Franco-Vietnamien de Formation à la Gestion	-	-	31	46	77	N.A .
	University of Economics - Ho Chi Minh City (UEH)	N.A .	N.A .	N.A .	N.A .	N.A .	N.A .
	Vietnam National University - Hanoi School of Business	-	4	5	4	13	50
CAMBODIA	Paññasastra University of Cambodia - Graduate School of Management and Economics (GSME)	-	-	11	5	16	N.A .
	University of Cambodia - College of Management	N.A .	N.A .	N.A .	N.A .	N.A .	N.A .
LAO PDR	National University of Laos - Faculty of Economics and Business Administration	-	73	3	-	76	N.A .

Exhibit 3

The Numbers of Majors and Elective Courses in Several Business Schools

Universities	Major / Concentration	Electives	Universities	Major / Concentration	Elective s
SBM ITB	Finance	7	Nanyang Business School	Banking and Finance	14
	Operations	5		Marketing	14
	Marketing	7		Human Resource Consulting	8
	Human Resources	6		Information Technology	8
	Decision Making	5		Actuarial Science	7
	MIT Track	5		Tourism And Hospitality Management	6
	E-Track	5	Lee Kong Chian School of Business	Finance	14
UGM FE	Finance	3		Operations Management	9
	Operations	3		Marketing	10
	Marketing	3		Organizational Behavior & HR	8
	Strategic Management & HR	3		Quantitative Finance	16
Prasetiya Mulya	Finance	8		Strategic Management	7
	Business	8		Corporate Communication	9
	Marketing	16	UPM Faculty of Economics & Management	Finance	18
	Accounting	14		Marketing	12
IPMI	Finance	2		Human Resource Management	12
	Marketing	2		International Management	11
Universitas Airlangga FE	Finance	7		Entrepreneurship	17
	Operations	7		Business Law	11
	Marketing	9		Property Management	9
	Human Resources	8		Hospitality and Recreation Management	9

Exhibit 3

The Numbers of Majors and Elective Courses in Several Business Schools (continued)

Universities	Major / Concentration	Electives	Universities	Major / Concentration	Electives
Universitas Indonesia FE	Finance	20	UP College Of Business Administration	Accounting	23
	Operations	19		Business Administration	29
	Marketing	20	University of Economics - Ho Chi Minh City	Marketing	11
	Human Resources	21		General Business Administration	10
NUS Business School	Finance	14		International Business Administration	11
	Decision Sciences	8		Commerce	11
	Marketing	18		Foreign Trade	9
	Accounting	18		Quality Management	11
	Strategy and Policy	14		Tourism Management	10
	Management & Organization	17			

Exhibit 4

Learning Methods in Several Business and Management School

COUNTRY	UNIVERSITY/BUSINESS SCHOOL	BACHELOR OF BUSINESS											
		Reading	Lecture	Group Discussion	Case Study	Virtual Project	On Job Training	Study Trip	Student Exchange	Local Test	SAT	TOEFL	IELTS
INDONESIA	Prasetiya Mulya Business School	V	V	-	V	V	V	-	-	V	-	-	-
	Universitas Diponegoro - Faculty of Economics	V	V	-	-	-	V	-	-	V	-	-	-
	Universitas Airlangga - Faculty of Economics	V	V	-	-	-	V	-	-	V	-	-	-
	Universitas Gajah Mada - Faculty of Economics	V	V	-	-	-	V	-	-	V	-	-	-
	Ipmi Business School - Indonesia Institute for Management Development	V	V	V	V	-	V	-	-	V	-	V	-
	Institut Teknologi Bandung - School of Business and Management	V	V	V	-	V	-	V	V	V	-	-	-
	Universitas Indonesia - Faculty of Economics	V	V	-	-	-	V	-	-	V	-	-	-
MALAYSIA	Universiti Utara Malaysia (UUM) - Othman Yeop Abdullah Graduate School of Business	-	-	-	-	-	-	-	-	-	-	-	-
	Universiti Kebangsaan Malaysia (UKM) - Faculty of Economics and Business	-	-	-	-	-	-	-	-	-	-	-	-
	Universiti Sains Malaysia (USM) - School of Management	-	-	-	-	-	-	-	-	-	-	-	-
	Universiti Teknologi Malaysia (UTM) - International Business School	-	-	-	-	-	-	-	-	-	-	-	-
	Universiti Putra Malaysia (UPM) - Graduate School of Management	V	V	-	-	-	-	-	-	V	-	550	0
	Universiti of Malaya - Faculty of Business and Accountancy	V	V	-	-	-	V	-	V	-	-	550	6
SINGAPORE	Singapore Management University - Lee Kong Chian School of Business	V	V	-	-	-	-	-	-	-	-	550	6.5
	Nanyang Technological University (NTU) - Nanyang Business School	-	-	-	-	-	-	-	-	-	-	-	-
	INSEAD Business School	-	-	-	-	-	-	-	-	-	-	-	-
	National University of Singapore (NUS) - NUS Business School	V	V	-	V	V	V	-	V	V	V	580	6.5

Exhibit 4

Learning Methods in Several Business and Management School (continued)

COUNTRY	UNIVERSITY/BUSINESS SCHOOL	BACHELOR OF BUSINESS											
		Reading	Lecture	Group Discussion	Case Study	Virtual Project	On Job Training	Study Trip	Student Exchange	Local Test	SAT	TOEFL	IELTS
PHILIPPINES	University of San Carlos - College of Commerce	V	V	-	-	-	V	-	V	V	-	-	-
	University of Santo Tomas - UST Graduate School	V	V	-	-	-	V	-	-	V	-	V	-
	Ateneo de Manila University - Graduate School of Business	V	V	-	-	V	-	-	V	V	V	-	-
	De La Salle University - College of Business and Economics	V	V	-	-	-	V	-	-	V	-	-	-
	University of The Philippines - College of Business Administration	V	V	-	-	-	V	-	-	V	-	-	-
	Asian Institute of Management (AIM)	-	-	-	-	-	-	-	-	-	-	-	-
THAILAND	Khon Kaen University - College of Graduate Study in Management	-	-	-	-	-	-	-	-	-	-	-	-
	Prince of Songkla University - Faculty of Management Scinces	V	V	-	-	-	V	-	-	V	-	-	-
	Chiang Mai University - Faculty of Business Administration	V	V	N.A	N.A	N.A	N.A	N.A.	V	V	-	50 0	5.5
	Kasetsart University - Faculty of Business Administration	V	V	-	-	-	V	-	-	V	-	-	-
	Thammasat University - Faculty of Economics & Business School	V	V	V	V	V	V	-	V	V	100 0	-	-
	Asian Institute of Technology (AIT) - School of Management	-	-	-	-	-	-	-	-	-	-	-	-
	Chulalongkorn University - Sasin Graduate Institute of Business Administration	-	-	-	-	-	-	-	-	-	-	-	-
BRUNEI	University Brunei Darussalam - Faculty of Business, Economics and Policies Studies	V	V	-	-	-	V	-	V	-	-	50 0	6
VIETNAM	CFVG - Centre Franco-Vietnamien de Formation à la Gestion	-	-	-	-	-	-	-	-	-	-	-	-
	University of Economics - Ho Chi Minh City (UEH)	V	V	-	-	-	-	-	-	V	-	-	-
	Vietnam National University - Hanoi School of Business	-	-	-	-	-	-	-	-	-	-	-	-

Exhibit 4

Learning Methods in Several Business and Management School (continued)

COUNTRY	UNIVERSITY/BUSINESS SCHOOL	BACHELOR OF BUSINESS											
		Reading	Lecture	Group Discussion	Case Study	Virtual Project	On Job Training	Study Trip	Student Exchange	Local Test	SAT	TOEFL	IELTS
CAMBODIA	Paññasatra University of Cambodia - Graduate School of Management and Economics (GSME)	V	V	-	-	-	-	-	-	V	-	500	5.5
	University of Cambodia - College of Management	V	V	-	-	-	V	-	-	V	-	500	5.5
LAO PDR	National University of Laos - Faculty of Economics and Business Administration	V	V	-	-	-	V	-	-	V	-	-	-