

**MBA ITB COMPETITIVE ADVANTAGES ENHANCEMENT PROPOSAL  
TO FACE GLOBAL BUSINESS SCHOOL COMPETITION  
(BENCHMARKING STUDY OF SOUTH EAST ASIA BUSINESS  
SCHOOL)**

Andrianto Wibowo and Mustika Sufiati Purwanegara  
School of Business and Management  
Institut Teknologi Bandung, Indonesia  
andrianto.wibowo@sbm-itb.ac.id

*Abstract— the competition in the higher education industry continues to grow, both from the scope of science, universities, and programs are offered. Higher education in business and management field in Indonesia from year to year is growing in demand. External factors such as the condition of the business world that change dynamically should become special interest to business school, MBA ITB in this case because it will greatly affect the supply of programs and courses offerings to the students. Internal factors such as improving the quality of the various supporting elements of the course, ranging from facilities, curriculum, quality of lecturer, and administrative staff should be a serious attention from MBA ITB. To increase competitive advantages of MBA ITB to be able to compete with their competitors, the researcher does benchmarking in programs and lecturing methods from abroad university and from ASEAN country specifically. The solution from this research is recommendation for MBA ITB in regular programs, such as Soft Skill, Management, and Strategy, Economy, and Information Technology. Besides that, there is also recommendation of elective program. In lecturing methods, the researcher recommends to use On Job Training and Virtual Project more actively, as addition for Case Study methods. To reach world class business school MBA ITB needs to encourage their student to write international publication based on their final project as pre-requisites for final defence.*

*Keywords: Sustainability, Curriculum, Graduate Program, Benchmarking, Business School*

## **I. INTRODUCTION**

The importance of business and management education in Indonesia has been thought out since 1970s era when ITB invite Prof. McLelland to teach entrepreneurship. In the late 1980s, thought to develop business and management education, start to grow in the Industrial Engineering. In 1990, ITB decided to set up a program Magister of Business (MBA) in the management operations pioneered by Prof. Mathias Aroef.

The establishment process of School of Business and Management (SBM-ITB) itself begin with the formation of the committee by the rector of ITB by appointing 10 staff educators as framers SBM's nature

of business, vision, mission, strategy, scope, program, draft curriculum and learning methods as well as what kind of alumni that will be produced by SBM-ITB.

These faculty members are:

1. Dr. Ir. Kuntoro Mangkusubroto, MSIE, MSCE
2. Prof. Ir. Surna Tjahja Djajadiningrat, MSc., Ph.D
3. Prof. Dr. Ir. Jann Hidajat Tjakraatmadja, MSIE
4. Ir. Drs. Arson Aliludin, SE, DEA
5. Dr. Ir. Sudarso Kaderi Wiryono, DEA
6. Ir. Nurhajati Ma'mun, MSc.
7. Ir. Budi Permadi Iskandar, MSP
8. Dr. Ir. Dermawan Wibisono, M. Eng
9. Dr. Ir. Utomo Sarjono Putro, M. Eng
10. Ir. Aurik Gustomo, MT

### **A. School of Business & Management ITB (SBM-ITB)**

School of business and management - ITB is one of the academic institutions in ITB which pursuing the Mission of "Tridarma Perguruan Tinggi" which encompasses education, research, and devotion to the public.

In line with its vision, SBM ITB trying to develops itself to be superior in research and education in the management. SBM-ITB research activity try to lift cases of business practices and management of leading companies and successfully in Indonesia so that development theory to be relevant to the context of Indonesia.

Closeness to business environment and supplied by reliable research methodology, MB-ITB expected to create excellence research capabilities in the international landscape. Educational aspect will continue will be directed to get international standard accreditation. Education in the SBM-ITB environment developed to be ready to compete with other leading business school in Asia Pacific region.

SBM-ITB currently has four courses of study, Bachelor of Management, Magister of Business

Administration, Magister Science Management, and Doctor Science Management.

Vision of School of Business and Management ITB:

“Being a world class institution that inspires and develop new leaders with entrepreneurial spirit.”

(School of Business and Management ITB, 2012)

To accomplish the vision, School of Business and Management carries some missions:

1. Educate and develop a new generation of innovative leaders and entrepreneurial spirit.
2. Discover, develop, and disseminate knowledge in the field of Business and Management.
3. Become actively involved in quality improvement for community life.

(School of Business and Management ITB, 2012)

**B. Master of Business Administration (MBA Program)**

MBA ITB founded by background of management expert needs is grown up as a result of the implementation of the Indonesian economic development strategy. The development of the business world increasingly knows no borders due to the rapid development in the world of technology led to an increasingly close relationship between the world of technology and management. Other reason is the importance of the innovation spirit and entrepreneurship; also the importance of the Indonesian business world construction that has ethical and social responsibility.

The Mission of organizing this MBA program is essentially to improve the quality of human resources through the development of entrepreneurship and technology-enabled capability improvement to reach operations excellence. Education is expected to grow the urge to excel attitude and innovation and entrepreneurship oriented.

MBA ITB program aims to produce graduates who:

- Have the competence to reach operations excellence at any business unit be handled.
- Capable of making decisions on the basis of the values of humanity in systemic and integrated
- Being ethical, professional, and entrepreneurial-spirited

Currently MBA ITB has several programs that are offered to the students, which is as follows:

- MBA Bandung
- MBA Jakarta
- MBA Executive Islamic Banking and Finance Jakarta
- MBA in Creative and Cultural Entrepreneurship

**C. Business Issue**

The world higher education currently continues to evolve, both from the scope of knowledge, universities, and the courses offered. What's more, higher education in the field of business and management in Indonesia, which from year to year become favorites.

With characteristics of the service industry, the continuity and success of a business school and management will greatly depend on the perception and satisfaction of consumers (students) who attended that

school. If a business school can meet the needs and wants of consumers with good quality, in addition to producing graduates who are of high quality, the reputation of the school of business is concerned will be the better anyway. The process is going to be in the form of reciprocal and happens naturally, where one business school will provide education and excellent service to students successfully graduated, on the other hand, students will perform promotion indirectly through word of mouth to those around him. Such cooperation will make both sides benefit in their own right.

In order to get the high satisfaction of the consumers, then the programs and services offered by business school should have an excellent quality and competitive. What's more, today's business school competition not only among business schools in Indonesia alone, but must be able to compete globally with business schools coming from abroad, mainly in the Southeast Asian market.

In addition, external factors such as world business conditions change dynamically over time deserve to be of particular concern for business schools, in which case MBA ITB because doing so will greatly affect the programs offering and courses to its students. MBA ITB should be able to respond to these challenges by providing programs and courses that correspond to the needs of the times, which certainly supported by the right delivery method.

The growth of the business schools globally growing over time, in other words, competition will be increasingly strict in linking the prospective consumers expect. In addition, the more affordable the offer, both curriculum and courses will make consumers have more options in determining the purpose of their MBA or MM education.

The competition among business school is not only in Indonesia, but also globally, especially in ASEAN country. According to business school ranking from eduniversal (2012), there are 28 business schools in ASEAN that need to be considered as serious competitor, details show in Table 1. This amount is predicted to be grow and getting bigger in the future. It is because the need of management-expert in companies also getting bigger.

Table 1. South East Asia Business School Ranking

Country	University	Rank
Singapore	National University of Singapore - NUS Business School (NUS MBA)	76
Singapore	INSEAD Business School (INSEAD MBA)	64
Singapore	Nanyang Business School - Nanyang Technological University (Nanyang MBA)	60
Thailand	Chulalongkorn University - Sasin Graduate Institute of Business Administration	85
Thailand	Asian Institute of Technology (AIT) School of Management (AIT MBA)	96
Philippines	AIM - Asian Institute of Management (W. Sycip Graduate School of Business) (MBA)	91
Singapore	Singapore Management University - Lee Kong Chian School of Business (SMU MBA)	110
Malaysia	University of Malaya - Faculty of Business And Accountancy (University of Malaya)	117
Indonesia	Universiti Putra Malaysia (UPM) Graduate School of Management (IPM - MBA)	128
Philippines	University Of The Philippines (UPL) College Of Business Administration (MBA - CBA)	138
Vietnam	Vietnam National University Hanoi School Of Business (HSB MBA)	140
Brunei	Universiti Beaufort Danusalam - Faculty of Business, Economics And Politics Studies	148
Malaysia	De La Salle University - College of Business and Economics (Ramon V. del Rosado)	159
Malaysia	Universiti Teknologi Malaysia International Business School (UTM - MBA)	160
Indonesia	GadiahMada University - Faculty of Economics (MM UGM)	160
Vietnam	University of Economics - Ho Chi Minh City (UEH) (UEH MBA)	164
Malaysia	Universiti Kebangsaan Malaysia (UKM) Faculty Of Economics And Business (UKM)	165
Indonesia	Institut Teknologi - Bandung School of Business and Management (IMBA ITB)	174
Philippines	Ateneo De Manila University Graduate School Of Business (Ateneo - MBA)	176
Kambodia	University Of Cambodia College Of Management	179
Thailand	Kasetsart University - Faculty of Business Administration (KUMBA)	180
Vietnam	CEVSE - Centre Franco-Vietnamien de Formation à la Gestion (CEVSE MBA)	180
Indonesia	Airlangga University - Faculty of Economy (MM Uinai)	184
Indonesia	Inoni Business School - Indonesia Institute for management development (MM Inoni)	192
Philippines	University Of Santo Tomas Iist Graduate School (St. Thomas - MBA)	196
Thailand	KhonKaen University College of Graduate Study in Management (CGSM) (KhonKaen)	199
Indonesia	PrasetiyaMulva Business School (MM PrasetiyaMulva)	199

(Source: www.eduniversal-ranking.com, 2012)

If MBA ITB was unable to adapt to changing times happens, surely MBA ITB won't become an option for prospective students in continuing education. MBA ITB need improvement to be able to keep sustainability in the long term as well as being able to compete well with the campus and abroad especially in the South-East Asian market.

**D. Expected Outcome**

The result of business issue exploration using relevant business environment analysis, and market analysis will be used as a basis in formulating business solution that is contextual and relevant. At the end, this paper will propose program study development that MBA-ITB should offer to compete on Indonesian and ASEAN market in the future.

**II. BUSINESS ISSUE EXPLORATION**

**A. Conceptual Framework**

The main issue that MBA ITB currently faces is how MBA ITB can maintain and compete with the others business school, either in Indonesia or another country. There are so many factors for prospective students to choose university. Factors that would normally be a consideration are the reputation of business school, tuition fee and the program study offering by that university.

Competition in business school and management sector to become World Class University really hard, so MBA ITB as one of the players on this competition have to continuously changing and innovate to remain in the path of race to become the best Business School. MBA ITB announced as the best business school in Indonesia in 2009 by SWA magazine version become a single proof of real achievement. With this achievement, the other competitor such as University of Indonesia, PrasetyaMulya Business School, Gajah Mada University, Padjajaran University etc. will be more intensively to improve their quality in order to be able to compete with MBA ITB. Program study that offered by a business school have a differentiation compared with the other, and each business school also have specific strategy in determining lecturing system and program study offering to their student.

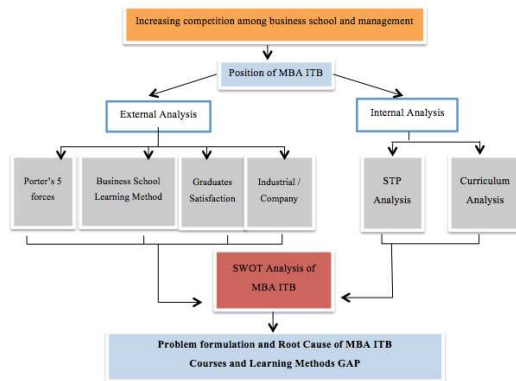


Figure 1. Conceptual Framework

Needs and demands from Indonesian market also one important thing that must be considered by

university, especially MBA ITB. Demand can come from the needs of each prospective student or derived from existing companies. The business developments that continue to happen could lead to demand that create the new program study offering. This kind of situation is what MBA ITB needs to observed, so the opportunity to become the first on understanding market desires can be met by MBA ITB.

Analysis of competition situation, both from MBA ITB competitors from within and outside the country it is very important to be able to determine the current position of MBA ITB. To find out the advantages of MBA ITB, this research will attempt to observe the program study offering.

**B. Method of Data Collection and Analysis**

The first step will be collection of secondary data, held from December 2011 – March 2012, data collection only from South East Asian Business School. After get the data, the second step is do benchmarking analysis; the steps of analysis are already mentioned on conceptual framework. From Benchmarking we can know what is the competitor have that MBA ITB does not have before, also we can know the trend and common use method that implemented in other Business School. After know the gap between MBA ITB and other Business School, try to develop improvement for MBA ITB to get competitive advantages

**C. Analysis of Business Situation**

In the competition to held management education, one business school would normally be interdependent with other competitors. A competitive measure taken by one of the players can make an impact to all competitors, so that competitive atmosphere will continue to run in order to improve the quality of the business school itself. In addition, the improved quality of the business schools are also required to meet the demands of the absolute change in the business world itself, the company needs of management-experts are also getting bigger. Business competitions that had no longer been in domestic scope and have been competing internationally leading companies increasingly have to improve its quality.

Increase of market demand has led to continued business schools popping up in various colleges in the country, both public and private. It is so linked with various ease to organize business schools provided by the Government. Standard requirements for business schools, among others, must have some teaching staff holds a Doctoral Degree, has of land approximately 10,000 m2 for university to 5000 m2 for high school, the classroom are air-conditioned, have support facilities like computer laboratories, multimedia projector, the library contains at least 500 book titles and two scientific journals for each program, and have a deposit of Rp.240 million in the Bank (SWA, 2003)

Competition among business schools in Indonesia is also visible from the campuses that have "A" accreditation from BAN-PT. It seen from the data on the November 2009 issues of SWA-Magazine, there are 24 campuses that have "A" accreditation.

From research and analysis using Porter's Five Forces, conclude the position of MBA ITB in this competition like Figure 2.

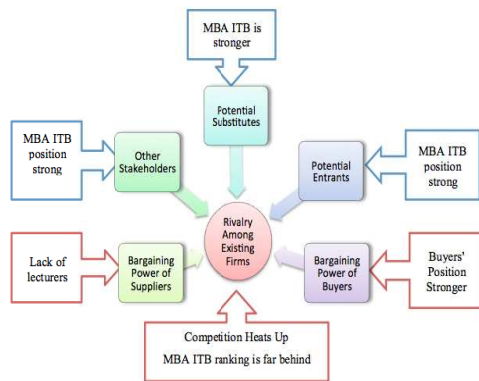


Figure 2. MBA ITB Current Position

In delivering the lecture material to their students, MBA Program already has its own standards and techniques. MBA Program expect knowledge from the sciences studied in lecture can be single-stage can be applied at the next time. Therefore, in the lecture, students are required to be active in every lecture in order to maximally while receiving the material.

Below are several learning methods that commonly used in MBA Program:

- Case Study
- Group Discussion
- Lecture
- Reading
- On Job Training (Internship)
- Virtual Project (Simulation)
- Overseas Study Trip
- Student Exchange
- Matriculation Program

MBA higher ranks have different methods that obligate their student to do On Job Training and cooperate with many companies. MBA higher ranks provide student exchange for their student, and cooperate with the other business schools. Matriculation program rarely uses by MBA higher rank (mostly from Indonesia & Philippines that still use this program).

From MBA ITB Graduates Satisfaction results period October 2010 until October 2011, know that level of satisfaction is still not fully satisfied, but this period have better improvement compared with previous research.

Compulsory subjects are usually held in the early days of lectures at university. The purpose of the implementation of the compulsory subjects is to introduce fields that normally an important part in one company, including Marketing, Operations, Finance, Human Resource Management, etc. In addition to providing an understanding of these areas, also taught about the supporting courses are related to the business world, such as Ethics and Business Law, Knowledge and Innovation, Strategic Decision Making and Negotiations, etc. Each university in the world has different basis in determining the compulsory subjects that should be given to their students. One goal that

must fulfilled is prepares the students with useful knowledge as big as possible that can support when they ready to work.

Elective courses have many different variations among business schools; commonly every business schools have elective courses in Marketing, Finance, Operation Management, and Human Resource area. But in several business schools also have specialization area, such as Decision Sciences, Corporate Governance, etc. From the analysis that has been conducted reached the conclusion that MBA ITB has less variation both of compulsory subjects and elective courses.

As a technological-based education institution is one of the main organization output for ITB to conduct and produce research. Development of ITB became research universities have been initiated by developing a strong research culture that supports the growth of cultural attitudes that characterize research universities. One of the policy instruments that are used to encourage the development of research culture is through the provision of ITB research funds (autonomous), which has begun to be implemented in 2004 and continues to this day with a total budget in 2009 reached USD 10.75 billion. With these research funds, ITB can direct and control the activities of strategic research for the benefit of ITB in accordance with ITB priority. In term of ITB compared to the number of publications available in Asian Universities still far behind Figure 3.shows the number of publications from leading universities or colleges in Asia.

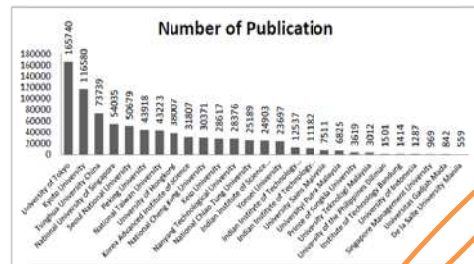


Figure 3. Universities Number of Publication (Source: scopus.com, April 29th 2010)

From number of publication, citation and writer of international publication, ITB still far behind from the other universities, it can concluded the same condition also applies for MBA ITB. This will affect MBA ITB position in their competition worldwide.

SWOT analysis is used to analyze the strategic factors that affect a company, in this case the MBA ITB. These variables are the Strength, Weakness, Opportunity, and Threat. Strength and Weakness are the factors that affect the internal side of MBA ITB, such as corporate structure, corporate culture, and resources owned by MBA ITB.

On the other hand, Opportunity and Threat are the factors that affect from external side of MBA ITB, namely the condition of society, and an analysis of the competition in the industry.

Table 2. MBA ITB SWOT Analysis

SWOT	
Strength	ITB Brand Image Qualified Lecturer with minimum Master Degree and have experience in Qualified Case Study (majority comes from Harvard Business School) Elective courses that become important part in companies MBA ITB quality ("A" accreditation) Tuition Fee that cheaper than the other competitor
Weakness	Lack of opportunity to do On Job Training and Virtual Project (Business Capacity and quality of campus facilities that not enough Lack of international publication Lack of Lecturers Language use that not fully English in lecture There is no overseas study trip There is no student exchange program The Bureaucracy that exists in ITB
Opportuni	Open or offering lecture for public Partnership opportunity with graduates that already have position in many Open Double Degree MBA (in progress) Open MBA Acceleration Program for undergraduate program of SBM ITB Open MBA Program for companies
Threat	Growth of Business School especially in Master Degree that always Courses from other Business School that have better variation There are MBA / MM Program that offering MBA with specialization There are substitute products such as Seminar, Business Training and Prospective Students' ability to gather accurate information from internet

From External and Internal Analysis that have been conducted for MBA ITB, it can conclude that the root cause of MBA ITB is lack of lecturers in MBA ITB, uncompetitive curriculum compared with the competitor especially from foreign country, lack of international publication and same delivery method that already implemented by the other competitor.

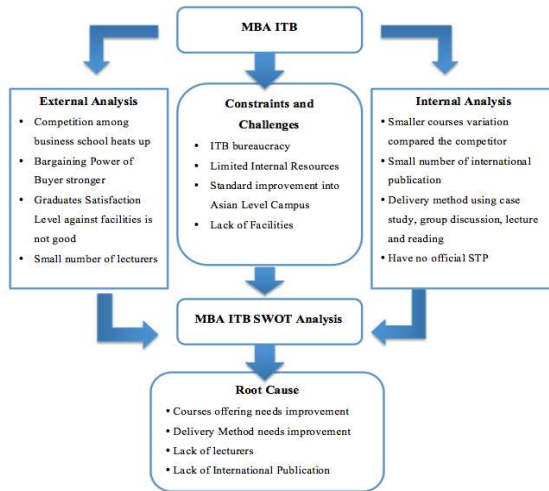


Figure 4. MBA ITB Root Cause

III. BUSINESS SOLUTION

In this chapter will describe alternative solutions that can be applied to resolve problems faced by MBA ITB. As has been discussed in Chapter 2, it could be identified that the root cause for MBA ITB consists of several parts, which are as follows.

- Courses Offerings needs improvement
- Delivery Method needs improvement
- Lack of lecturers
- Lack of International Publication

Product development of MBA ITB will become one of the key improvements to MBA ITB graduates quality, so with improved quality, MBA ITB graduates

not only able to compete with the Graduate from business school and management in the domestic country, but also compete with graduates from foreign country.

A. Alternative of Business Solution

MBA ITB is considered one of the big players in business and management education providers in the master degree program in Indonesia. Brand Image of MBA that refuge under ITB, become a competitive advantage compared to other competitors, which do not yet have the power of brand image as strong as ITB. In addition, with the amount of experience and innovation that has been done, MBA ITB can affect the level of competition naturally.

B. Analysis of Business Solution Learning Methods Solution

If we do benchmarking learning methods in MBA ITB with the methods offered on other business school in ASEAN country and ABEST21, then it would seem a pretty glaring difference. As majority, MBA ITB using case study method equipped with lecture, group discussion, and reading. Meanwhile in other country mostly using virtual project, this combined with OJT and case studies as methods that are seeded. Singapore and Thailand mostly using these combinations, especially in Singapore, lecture and reading text book only as complementary, the main methods are using case studies that equipped with OJT and virtual project.

To improve MBA ITB quality in this section, author suggests adding these two (2) learning methods which is On Job Training and Virtual Project more intensely in the future.

Course Offering Solution

Table 3. Course Benchmarking

Concentration	Lecture
Compulsory Subject	1. Soft Skill 2. Economics 3. Strategy and Management 4. Information Technology 5. Research
Finance	1. International Finance 2. Fixed Income Securities 3. Advanced Corporate
Marketing	1. Advertising and Promotions 2. Global Marketing 3. Channels and Pricing
Operation Management	1. Inventory Management 2. Production Scheduling and
Human Resource Management	1. Industrial Relation 2. Performance Management and Reward System 3. Compensation Management 4. Organizational Development

Courses offered can be quite diverse, ranging from compulsory subjects until elective courses. However, in overall it must still reflect high entrepreneurial spirit that can be applied directly by MBA ITB students. Beside the courses, there are also differences in the form of final project, in MBA ITB, final project in form of thesis, meanwhile the choices of final project can be additional 3 courses without thesis, business plan, business project consulting.

### **International Publication and Lecturers Solution**

International publication nowadays becomes one of indicators of World Class University. In line with its vision to become World Class business school, MBA ITB should encourage their student to write international publication starting as soon as possible.

Become World Class business school means the larger prospective students that will join MBA ITB in the future, to solve this problem MBA ITB should add more lecturers and prepare first to welcome more prospective student than now.

#### **IV. CONCLUSION AND IMPLEMENTATION PLAN**

After doing an analysis of business solutions and drawing up a strategy, in this chapter will discuss the implementation plan for the strategy in order to improve MBA ITB's performance in the future. Program implementation will be undertaken in the following areas: course offering, learning methods, the number of lecturer and international publication.

On courses offering, priority with compulsory subject such as soft skills, research, etc. after that provide more variations on elective courses prior to Marketing and Finance management.

Start obligate On Job Training as soon as possible and adding more virtual project such as business simulation intern MBA ITB. For human resources, start to recruit lecturers that fulfill MBA ITB's qualification. In international publication, MBA ITB has started their plan to obligate their students to write article based on their final projects as condition before they do final defence.

In conclusion, to be able compete with global business school competition, MBA ITB need to be able to improve their competitive advantage. Competitive advantage consists of the quality of product, delivery methods and quality of lecturers. MBA ITB should improve their quality if they want to compete in higher level, because business environment always changes everyday.

### **ACKNOWLEDGMENT**

This paper is written based on the author's final project at MBA ITB supervised by Dr. Ir. MustikaSufiatiPurwanegara, MSc, who has been relentlessly motivating the author to accomplish the final project. The author would like to thank you MBA ITB where the final project has taken place.

### **REFERENCES**

- Keller, Kevin Lane, 2008. *Strategic Brand Management* 3rd edition, New Jersey: Pearson
- Wheelen, Thomas L., and Hunger, David J. 2006. *Strategic Management and Business Policy* 10th edition. New Jersey: Pearson.
- Wilson, Richard M. S., & Gilligan, Colin. 2007. *Strategic Marketing Management, Planning, Implementation, & Control*. Burlington, USA.

### **RESEARCH REPORT**

- 2007, AACSB Maintenance Reports, CBPA Definitions of Professionally and Academically Qualified Faculty, The Association to Advance Collegiate Schools of Business (AACSB)
- 2010, International Joint Research Project Report, Competencies of Management Professionals, The Alliance on Business Education and Scholarship for Tomorrow, a 21st Century Organization (ABEST21)

### **INTERNET LINKS**

- Airlangga University - Faculty of Economy, Quoted from <http://mm.feb.unair.ac.id/>
- Asian Institute Of Technology (Ait) School of Management, Quoted from <http://som.ait.ac.th/site/mba/index.php>
- CFVG - Centre Franco-Vietnamien de Formation à la Gestion, Quoted from <http://www.cfv.org/What-is-CFVG-MBA>
- Chulalongkorn University - Sasin Graduate Institute of Business Administration, Quoted from <http://www.sasin.edu/>
- GadjahMada University - Faculty of Economics, Quoted from <http://mmugm.ac.id>
- INSEAD Business School, Quoted from <http://www.insead.edu>
- InstitutTeknologi - Bandung School of Business and Management, Quoted from <http://www.sbm.itb.ac.id/en/mba>
- Ipmi Business School - Indonesia Institute for management development, Quoted from <http://www.ipmi.ac.id/>
- Kasetsart University - Faculty of Business Administration, Quoted from <http://kimba.ku.ac.th/>
- KhonKaen University College of Graduate Study In Management (CGSM), Quoted from <http://mba.kku.ac.th>
- Nanyang Business School - Nanyang Technological University (NTU), Quoted from <http://www.nanyangmba.ntu.edu.sg>
- National University of Singapore - NUS Business School, Quoted from <http://bschool.nus.edu.sg/>
- PrasetiyaMulya Business School, Quoted from <http://www.pmba.ac.id/>
- Singapore Management University - Lee Kong Chian School of Business, Quoted from <http://www.business.smu.edu.sg>
- South East Asia Business Schools Rankings, Quoted from <http://www.eduniversal-ranking.com/>
- Universiti Brunei Darussalam - Faculty of Business, Economics and Policies Studies, Quoted from <http://fbeps.ubd.edu.bn>
- UniversitiKebangsaan Malaysia (Ukm) Faculty of Economics And Business, Quoted from <http://gsb.ukm.my/>
- University of Cambodia College of Management, Quoted from <http://www.uc.edu.kh>
- University of Economics - Ho Chi Minh City (UEH), Quoted from <http://www.ueh.edu.vn>
- University of Indonesia Faculty of Economics, Quoted from <http://mm.fe.ui.ac.id/>

University of Malaya - Faculty of Business And  
Accountancy, Quoted from  
<http://fba.um.edu.my/>  
Universiti Putra Malaysia (Upm) Graduate School Of  
Management, Quoted from  
<http://www.gsm.upm.edu.my/>

UniversitiTeknologi Malaysia International Business  
School (IBS), Quoted from  
<http://www.ibs.utm.my/>  
Vietnam National University Hanoi School of  
Business, Quoted  
from<http://bs.vnu.edu.vn/mba/>