Proceedings of
the 10th International Conference on Project Management

November 16-19, 2016
Surfers Paradise Marriott Resort & Spa,
Gold Coast, Australia

Organized by

The Society of Project Management (SPM), Japan

Proceedings of the 10th International Conference on Project Management

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ProMAC 2016
Detailed Program

November 16, 2016

Time	Location	Event	Notes
15:00-18:00	Registration Desk	Registration	
17:00-17:30	ELSTON	Opening Ceremony	MC: Ms. Satsuki Shimada, Fujitsu Quality Laboratory Limited
17:30-18:30	ELSTON	**Keynote 1** — Project Management - a Tool for Success — **Ms. Fiona Balfour** — Non-executive director with Metcash Limited, Salmat Limited, TAL (Dai-ichi Life) Australia and Airservices Australia	Chair: Ms. Kyoko Mori, Fujitsu Learning Media Limited
18:30-19:00		Break	
19:00-20:30	Pool side of Marriott	Welcome Reception	MC: Ms. Hiromi Inoue and Mr. Keiichi Minakawa IBM Japan, Ltd.

November 17, 2016

Time	Location	Event	Notes
9:00-15:00	Registration Desk	Registration	
9:30-10:30	ELSTON	**Keynote 2** — Social Capital, Networks and Communication — **Dr. Jim Taggart** — OAM, Adjunct Professor and Chairman and Chancellor of Asia Pacific International College	Chair: Prof. Akira Yamazaki, Chiba Institute of Technology, Japan
10:30-10:50		Coffee Break	

10:50-12:30 Special Lecture 1/Breakout Session 1

Room	ELSTON "A"	WAIANBAH 1 "B"	WAIANBAH 2 "C"	WAIANBAH 3 "D"	HINTERLAND ROOMS 1 "E"	HINTERLAND ROOMS 2 "F"	TERRACE ROOM 1 "G"	TERRACE ROOM 2 "H"	VERANDAH ROOM "I"
Chair	Ms. Keiko Sakagami	Dr. Ehssan Sakhaee	Mr. Tatsuo Shimizu	TBD	Dr. Ali Jaafari	TBD	Mr. David Hudson	Ms. Kyoko Mori	Dr. Rakesh Khnal
	Special Lecture 1 — The Power of Project Leadership - Seven Leadership Lessons — **Mr. Paul Hodgkins** Executive Director of Paul Hodgkins Project Consultancy, Former Siemens PM@Siemens Programme Executive for North West Europe	B01 Lessons Learned of Applying Program Management in Multi-National Company's Organizational Transformation Ms. Naoko Nariishi (IBM Japan, Ltd.)	C01 Project Dynamics Evaluation through an Agent-Based Model —Social Psychology in Project Management— Mr. Satoshi Urata (FUJITSU LIMITED)	D01 Case Example of Stakeholder Management in System Infrastructure Renewal Project for a Number of Sites Nationwide Mr. Tomohiko Nishida (Hitachi Systems,Ltd.)	E01 A Measure to Improve Organizational Estimation Capability by Introducing an Estimation Training Course Mr. Kazutoshi Shimanaka (NTT DATA Corporation)	F01 Rethinking Monitoring and Evaluation (M&E) as a Tool for Successful Projects – The Case of International Development Projects - Ms. Sanele Wandile Nhlabatsi (The University of South Africa)	G01 Successful Overseas System Integration Project Overcoming Stringent Conditions Mr. Kakeru Emoto (NEC Solution Innovators, Ltd.)	H01 Increasing Effectiveness of Arbitration in Indonesia: "Collaboration between Legal Project Management and Online Arbitration" Dr. Rina Shahriyani Shahrullah (Universitas Internasional Batam)	I01 Success Factors in a Project to Develop a Financial Analysis System for Hospitals Managed by a University Student Team ~ A Case Study Report Mr. Yuto Higaki (Kawasaki University of Medical Welfare)
		B02 A Study on Methods for Increasing the Success Rate of the Innovation in Japan Mr. Kohei Komachi (FUJITSU BROAD SOLUTION & CONSULTING Inc.)	C02 Quality Assurance Synergies enabling Optimized Ticket Resolution Mr. Chhatrapati Joshi (Fujitsu Consulting India Private Limited)	D02 How to Improve the Quality and Productivity of the Application Maintenance Project Mr. Hiroshi Tomita (IBM Japan, Ltd.)	E02 Improving Management by Project Management Map Mr. Eiji Ono (Hitachi Government & Public Sector Systems, Ltd.)	F02 Validation of Plan/Proposal Process Conscious of User Experience —a process and method not to fail the project— Ms. Akiko Ide (NEC Corporation)	G02 Independent Risk Assessment of System Architecture for Enterprise Systems Mr. Yusuke Yamashita (NTT DATA Corporation)	H02 Managing operational variance: A panacea to effective performance improvement Mr. Edoghogho Ogbeifun (University of Johannesburg)	I03 Case studies of project failures and troubleshooting from the viewpoint of a supplier Mr.Aoyama Naoki (Trio System Plans Co., Ltd.)
		B03 The Scrum Master's Best Practice for Agile Development Ms. Chika Takahashi (FUJITSU LIMITED)	C03 Comparison of Work Breakdown Structures for an Academic Conference Project, Constructed by University students' Team to Actual Conference Office Ms. Aya Hamano (Kawasaki University of Medical Welfare)	D03 The Proposal on Problem of Unknown Specification Definition and its Solution Technique on Restructuring of Current System Mr. Shohei Ota (FUJITSU LIMITED)	E03 Risk Management in Projects for Disruptive Emerging Technologies Ms. Nao Takekawa (IBM Japan, Ltd.)	F03 Proposal for Project Life Cycle Types selection to Complicated Customer Requirements Mr. Tomoyuki Hojo (NTT DATA Corporation)	G03 The Proposal of Stakeholder Requirement Utilizing G-RD in Business Process Information System Mr. Tetsu Saito (Hitachi Industry & Control Solutions, Ltd.)	H03 Case-Based Driven Post-Graduate Project Management Education Dr. Ronny Veljanovski (CQUniversity)	I04 A Study on the Hierarchy of Management Elements Prof. Nobuyuki Suzuki (Toyo University)
		B04 Improving PPP contract design for procurement of public projects Dr. Khalid Almarri (British University in Dubai)	C04 The Essence of Project Management in the Construction Industry and Why It Needs to Change Dr. Richard Glenn Fulford (The Edith Cowan University)	D04 A kind of upstream process methods in order to succeed in keeping current specification on system renewal with implementing packaged software Mr. Yuki Mori (FUJITSU LIMITED)	E04 Generating New Business and Changing Our Work Style to New One by Using the Hybrid Method of CCPM and Scrum Ms. Mikiko Kageyama (FUJITSU LIMITED)	F04 A Consideration of the Process to Produce the Standardization Artifacts Mr. Jiro Fukunaga (Hitachi, Ltd.)	G04 A Study on Initial Offshore Development Project as Preliminary Step toward Captive Development Ms. Yumi Shiina (IBM Japan, Ltd.)	H04 A Study of Test Process Improvement with TPI NEXT Mr. Yoshinobu Machida (NTT DATA Corporation)	I05 An Initiative to Prioritize Basic Actions at a Large-scale IT Development Department That Demonstrated the Synergy of QCD Mr. Koen Tomita (NTT DATA Corporation)
		B05 A Study of Dynamic Phase Decision Flow in EAC Prediction Method in Software Development Processes Prtof. Shigeaki Tanimoto (Chiba Institute of Technology)	C05 The Efforts and their Evaluation to Succeed Product Development Project Mr. Norihiro Kambara (OMRON Corporation)	D05 Tender Evaluation Criteria for Engineering-Procurement-Construction (EPC) Contractor Selection Ms. Nayana Dissanayake (Queensland University of Technology)	E05 Project Management Approach using Visualization of Changing Software Size Mr. Takeshi Oshima (FUJITSU LIMITED)	F05 Report of Project Management Mentoring Activity for Quake Reconstruction —Case of reconstruction at Kamaishi from the Great East Japan Earthquake— Dr. Gongyi Liu (IBM Japan, Ltd.)	G05 Effective Approach Using the Action List for Unskilled Clients in Systems Development Ms. Hitomi Hasegawa (FUJITSU BROAD SOLUTION & CONSULTING Inc.)	H05 Quality Management for Cloud Services Mr. Kenichiro Osawa (Hitachi, Ltd.)	I02 Higher Education Internationalization in a Developing Country: A Road Map Dr. Agustina Fitrianingrum (Universitas International Batam)

Time	Location	Event
12:30-13:30	GERDEN TERRACE	Lunch

13:30-1510 Breakout Session 2

Room	WAIANBAH 1 "B"	WAIANBAH 2 "C"	WAIANBAH 3 "D"	HINTERLAND ROOMS 1 "E"	HINTERLAND ROOMS 2 "F"	TERRACE ROOM 1 "G"	TERRACE ROOM 2 "H"	VERANDAH ROOM "I"
Chair	Dr. Erin Evans	Mr. Paul Hodgkins	Mr. Chhatrapati Joshi	TBD	TBD	Ms. Hitomi Abe	Mr. David Hudson	Dr. Venkatesh Mahadevan
	B06 An Evaluation of Procurement Specifications with the ISPS-Q Model Dr. Hideki Nakakita (Next Foundation Co., Ltd.)	C06 From Reproduction to Activating Project Managers' Unlearning to Learn: Human-Centered Design Issue Prof. Masako Itoh (Tokiwa University)	D06 Risk Assessment of Wearable Terminals in Consideration of Stakeholders Mr. Tatsuya Hirano (Chiba Institute of Technology)	E06 Lean Project Management in an infrastructure project Prof Marek Wirkus (Gdansk University of Technology)	F06 Project Management in the Digital world Mr. Anjon Khetarpaul (Fujitsu Australia Limited)	G06 Effective Implementation of Agile - Know-how for successfully applying Agile Development - Mr. Naohiro Yoshida (FUJITSU FRONTECH LIMITED)	H06 The Pursuit of both High productivity and High quality in Long term project Mr. Hiromi Inoue (IBM Japan, Ltd.)	I06 An Approach to Invigorating Discussions and Boosting Awareness in Project Management Basic Training Mr. Yoshihiko Tanaka (Hitachi Information Academy Co., Ltd.)
	B07 An Agile approach to Natural Disaster Management Ms. Marie Desiree Beekharry (University of South Australia)	C07 An Operational Model of Parent–Child Project Management Education for Lower Elementary Grade Mr. Keitaro Hidaka	D07 Transition of Project Management Maturity in Japanese Pharmaceutical Industry Mr. Takashi Kagawa (Innovation Management co., ltd.)	E07 Development of a PBL Course that Simulated Experience of the Software Development at the University Dr. Hironori Takuma (Chiba Institute of Technology)	F07 Training on Software Quality Management for Junior Engineers of System Development in order to Complement OJT - Case study - Ms. Atsuko Matsumoto (FUJITSU LIMITED)	G07 Comparative analysis of the favorable outcome factors of PPPs between the UAE and the UK Dr. Khalid Almarri (British University in Dubai)	H07 A Case Study: SI Vendor Contribution for Customer Benefit Optimization - Study on Efficient Utilization of Program Management - Mr. Akihiko Sekiguchi (FUJITSU LIMITED)	I07 Approaches to Iteration Progress Management in Agile Projects Mr. Hideaki Fujii (IBM Japan, Ltd.)
	B08 Quality Assurance Challenges in a Project to Change the Specifications for a Large-scale System with a Small Number of Business Experts- Separation between Team Leaders and Business Experts - Mr. Jumpei Kihara (NTT DATA Corporation)	C08 Improvements and Effects of Simulated Project Experiencing Method "ProSUGO" Ms. Nguyen Phuc Dong Duong (Hitachi, Ltd.)	D08 Factors that Affect Voluntary Project Management Turnover in Australia Dr. Ehssan Sakhaee (University of Sydney)	E08 Three Knowledge Transfer Models in Software Development Project Team - Difference of Knowledge Required by Operation Types- Ms. Yumiko Miyake (Japan Advanced Institute of Science and Technology)	F08 Business - Academia Collaboration projects for Open Innovation Dr. Chika Yoshida (Graduate School of Information Technology Kobe Institute of Computing)	G08 An Evaluation of the Risk Factors Impacting Building Construction Projects in Australia Dr. Rakesh Khanal (Asia Pacific International College)	H08 Point of Success in Current Specifications Inheritance Type Project -To Secure QCD by Development Process of y-Model- Mr. Yoshio Takata (FUJITSU LIMITED)	I08 Proposal on IT Modernization Methods to Reduce Delivery Time and Assure Quality at One Time Mr. Masaya Hayashi (FUJITSU LIMITED)
	B09 Strategic Deployment of Cross-Business Integrated Plant Construction Management System Mr. Kazuto Tatehora (Hitachi Document Solutions Co.,Ltd.)	C09 Risk Management for Introduction of Technologies/Services Provided by External Parties as Core Solutions into Mission Critical Systems Mr. Yuki Kimura (IBM Japan, Ltd.)	D09 A Case of the Quality Improvement Activity Using New Three Frameworks in the Operation of Information Systems Mr. Yusaku Nakajima (NTT DATA Corporation)	E09 Creating Customer Value through Project Management in R&D Prof. Hiroshi Kubo (Chiba Institute of Technology)	F09 Business - Academia Collaboration projects for Open Innovation Dr. Chika Yoshida (Graduate School of Information Technology Kobe Institute of Computing)	G09 Organizational Activity to Aggregate Tacit Knowledge for Managing IT System Migration Projects/Programs to Success Dr. Hiroshi Ohtaka (Information-technology Promotion Agency, Japan)	H09 Effective Testing Method for Packaged Software by Using Software with Ability to Operate Multiple Computers Simultaneously Mr. Osamu Ishikawa (Techno Project Japan Co.)	I09 Approach on term of works shortening and cost reduction by whole CCPM theory to multi project Mr. Shinji Tomonaga (FUJITSU LIMITED)
	B10 How to differentiate Program Management Approach focusing on PM Excellence Benefit through PM Service Delivery Mr. Tatsuo Shimizu (IBM Japan, Ltd.)	C10 A Proposal for Turn Around Time type Service Level Agreement in IT Operation's Quality Metrics - Apply "Integral Geometry" formula to ITIL - Mr. Kazuro Haga (IBM Japan, Ltd.)	D10 A risk management method for reducing loss-cost Mr. Yoshinobu Uchida (Hitachi, Ltd.)	E10 A Study of Applying CI/CD to Waterfall Model in System Development Mr. Yusuke Arai (NTT DATA Corporation)	F10 Cutting-edge Case Study of Strategic Roadmapping in Automotive Industry Mr. Yuya Sato (Innovation Management Co., Ltd.)	G10 Special Features of Healthcare Project Management and the Application to Healthcare Human Resource Development Programs Ms. Yumiko Maehara (Kawasaki University of Medical Welfare)	H10 Proposal on Selecting Methods of Appropriate Mental Training for PBL Ms. Nana Ueno (Chiba Institute of Technology)	I10 Management of ID Projects: Risk Analysis and Lessons Learned Mr. Masatoshi Kaimasu (Kobe Women's University)

Time	Location	Event	Notes
15:10-15:30		Coffee Break	
15:30-16:30	ELSTON	**Keynote 3** — Accelerating Autonomous Functionality: Trends, Challenges, Strategies — **Dr. Paul Nielsen** — Director and CEO of Carnegie Mellon University's Software Engineering Institute	Chair: Prof. Michio Shimomura, Chiba Institute of Technology, Japan

ProMAC 2016
Detailed Program

November 18, 2016

Time									
9:00-15:00	**Registration Desk**				**Registration**				
9:30-10:30	**ELSTON**				**Keynote 4**				

Leadership in the Cognitive Era.
Dr. Priscilla Rogers
Senior Manager, Cognitive Health & Life Sciences Research, IBM Research - Australia

Chair: Ms. Hiromi Inoue, IBM Japan, Ltd.

10:30-10:50	**Coffee Break**

10:50-12:30 — Special Lecture 2/Breakout Session 3

Room Chair	ELSTON "A"	WAIANBAH 1 "B"	WAIANBAH 2 "C"	WAIANBAH 3 "D"	HINTERLAND ROOMS 1 "E"	HINTERLAND ROOMS 2 "F"	TERRACE ROOM 1 "G"	TERRACE ROOM 2 "H"	VERANDAH ROOM "I"
	Mr. Kazutoshi Shimanaka	Dr. George Sammy Agoki	Mr. Kazuo Kogure	Ms. Hiromi Inoue	TBD	Dr. Venkatesh Mahadevan	Dr. Rakesh Khnal	Mr. Hao Dinh	Dr. Jim Taggart
	Special Lecture 2 — Developing Organisational Project Management (OPM) Capability — Mr. Paul Hodgkins, Executive Director of Paul Hodgkins Project Consultancy, Former Siemens PM@Siemens Programme Executive for North West Europe	B11 — Agile Iteration Plan based upon Risk Quantification Analysis — Mr. Daisuke Tomoda (IBM Japan, Ltd.)	C11 — Automation of Old-New Comparing and Matching Test for Quality Assurance in Legacy Migration — Mr. Masayuki Arai (FUJITSU FIP CORPORATION)	D11 — Development and Validation of Common Base Methodology for Global Projects — Mr. Toshiki Maeno (Hitachi, Ltd.)	E11 — Introduction of Multi-business Project Management Method — Ms. Midori Odawara (Hitachi Document Solutions Co.,Ltd.)	F11 — Predicting the Change in Critical Path — Mr. Mohammed Wajdi Hammad (University of New South Wales)	G11 — A Study of Project Problem Solutions for Reduction of Retroactive Contract Risks — Ms. Yukari Okujo (NTT DATA Corporation)	H11 — E-portfolio as a Tool for Better Practices in PBL — Mr. Masatoshi Kaimasu (Kobe Women's University)	I11 — Risk Assessment with Consideration for Indirect Stakeholder in SNS — Mr. Takeshi Imai (Chiba Institute of Technology)
		B12 — Project Performance Improvement Measures by Social Psychological Approach — Mr. Shintaro Okude (FUJITSU LIMITED)	C12 — Complex Project Management - Competence, capability building and insights — Dr. Erin Evans (The University of Queensland Biochemistry)	D12 — The Risk Evaluation Model for Project Change Management — Mr. Shinichi Takahashi (IBM Japan, Ltd.)	E12 — Early Detection Model for Warning Signs of a Project in Trouble — Mr. Manabu Jinno (Hitachi, Ltd.)	F12 — Adaptation of Online Behavior Analysis Method and Software to Collect a Large Number of Evaluation about a Working Software in Scrum — Dr. Kazuo Kobori (NTT DATA Corporation)	G12 — A Study of Promoting Communication in a Problem Project — Mr. Naoki Tsujikawa (NTTDATA CUSTOMER SERVICE Corporation)	H12 — Mobility of human resources from the film production industry as the key to success of United States game manufacturers —Comparing the game industries of the United States and Japan— — Mr. Kazuhiro Masuda (Japan Advanced Institute of Science and Technology)	I12 — Generating the Structure of Risk Chains Using Association Rule Mining — Mr. Yusuke Makino (Chiba Institute of Technology)
		B13 — Time Management Practices between Engineers and Salespeople in Large Japanese Firms — Ms. Kaori Isaka (University of Tsukuba)	C13 — Project Evaluation- From a systematic literature review to an integrated conceptual framework — Mr. Omid Hassannejad (Griffith University)	D13 — Quality Process Index ...A holistic audit approach for quality assurance and Value creation — Mr. Chhatrapati Joshi (Fujitsu Consulting India Private Limited)	E13 — Applying Agile Methodology to Portfolio Management — Mr. Yoshinori Teraoka (IBM Japan, Ltd.)	F13 — Applying project management to social contribution. - Collaboration between working people and university students for NPO's operation improvement- — Mr. Ryuma Hiramoto (NTT Data Corporation)	G13 — Proposal to Use Triggers and Early Warning Indicators to Project Risk Management —Risk Management using Risk Propagation Model— — Dr. Katsuyuki Okeya (Hitachi, Ltd.)	H13 — Multifaceted Efforts and Creative Ingenuities by the Cross-organizational PMO to Prevent Failure of Project — Mr. Katsuhiro Nitta (NEC Corporation)	I13 — Security Hazard Map by Qualitative Sensitivity Analysis — Mr. Kengo Zenitani (The University of Tokyo)
		B14 — Exploring Leadership Styles for Innovation: A View from Engineering Professionals in the Australian Public Service — Mr. Warit Wipulanusat (Griffith University)	C14 — Simplifying Project Management —The Airport Methodology— — Mr. Nicolas D Thomas (Scope Training Project Management)	D14 — Text Analysis for Hazardous Environment, Trigger Events and Risk Causes — Dr. Yasunobu Kino (University of Tsukuba)	E14 — The Establishment of a Continuous Growth Model for ICT Organizations and Their Team Members — Mr. Daisuke Anryu (FUJITSU SOCIAL SCIENCE LABORATORY LTD.)	F14 — An Effective Check Process for Detailed Design Phase in a Short-term Software Development — Ms. Yoko Iwata (Hitachi, Ltd.)	G14 — The study on the effect of applying the PMO scheme in the PBL of universities — Mr. Minoru Kinoshita (IBM Japan, Ltd.)	H14 — The Workshop Conducted by Project Managers to Enhance Their Experiences - From Planning to Operation and Review - — Ms. Harumi Hatori (NTT DATA i CORPORATION)	I14 — Improving the Acceptance Inspection Process in Offshore Software Development Projects — Mr. Kosuke Ohno (NEC Corporation)
		B15 — The Analysis of Growth Process of Expert Project Manager:Based on Text Mining of the Records of Interviews — Ms. Kiyomi Miyoshi	C15 — Requirements Management for Agile Software Project — Dr. Taichi Nakamura (National Institute of Informatics)	D15 — The Role Of Organizational Structure On The Effectiveness Of Facilities Management Unit — Mr. Steven Molloy (University of Johannesburg)	E15 — Shift in Globalization -Impact on Productivity of Project Management- — Dr. Viral Upendrabhai Pandya (Asia Pacific International College)	F15 — Risk Management and Quality Management Approach for Global Roll out Project of Core Banking System — Mr. Susumu Funaki (IBM Japan, Ltd.)	G15 — Risk Evaluation For Off-Shore Outsourcing IT Projects —Considering "Agreement Level" Between Principal And Agent— — Mr. Toru Hanayama (Fujitsu Ltd Global Business Assurance)	H15 — New Management Process of Operation and Maintenance Service for Keeping Service Level — Mr. Noriyuki Ogawa (Hitachi Systems,Ltd.)	I15 — A Perspective for Multinational Project Management in Sharing Economy towards Technological Singularity — Mr. Hiroyuki Endo (NTT DATA Corporation)

12:30-13:30	**GERDEN TERRACE**	**Lunch**

13:30-14:50 — Special Lecture 3/Breakout Session 4

Room Chair	ELSTON "A"	WAIANBAH 1 "B"	WAIANBAH 2 "C"	WAIANBAH 3 "D"	HINTERLAND ROOMS 1 "E"	HINTERLAND ROOMS 2 "F"	TERRACE ROOM 1 "G"	TERRACE ROOM 2 "H"
	Ms. Natsuko Sato	Dr. Rina Shahriyani Shahrullah	Dr.Elza Syarief	Mr. Paul Hodgkins	Dr. Ali Jaafari	Dr. Ehssan Sakhaee	Dr. Akira Yamazaki	Dr. Michio Shimomura
	Special Lecture 3 — Ant Colony Innovation — Mr. Hao Dinh, Innovation/Fast Works leader, GE Hitachi Nuclear Energy	B16 — Successful Project Management Might Disturb Programme Success —An Essay on Programme Management— — Prof. Koji Okada (Tokyo City University)	C16 — Risks and Preventive Measures in Global Projects — Mr. Nanaumi Nagamine (NEC Corporation)	D16 — Quality Management in Large-scale Development Projects —A study based on the introduction of statistical control methods— — Ms. Mami Kimura (IBM Japan, Ltd.)	E16 — Optimized Back-Office Management Control of the Group Companies by Process Standardization and Shared IT Systems Implementation — Mr. Akikazu Tanaka (Hitachi Systems,Ltd.)	F16 — Cost Reducing Modifications to CCPM and Criteria for its Application to System Development Projects — Mr. Toshikazu Emura (NTT DATA SYSTEM TECHNOLOGIES INC.)	G16 — Improving Systems Performance by Innovative Approximation Formula to Large Scale Business Calculation for Japanese Mega-Bank — Mr. Takayuki Nakayama (FUJITSU LIMITED)	H16 — The Practice of the Human Resource Management for System Integration Project focusing on Team Autonomy — Mr. Yasuaki Fukuda (IBM Japan, Ltd.)
		B17 — Make Effective Process and Shorten Schedule in Software and Hardware Development — Mr. Yoshikazu Miyajima (NEC Corporation)	C17 — Development of Efficient Project Conditions Diagnostic Tool — Mr. Teruo Endo (NIPPON TELEGRAPH AND TELEPHONE WEST CORPORATION)	D17 — Evaluation of Hybrid Project Communication Model - Study on Project Risk Analysis of IS Development Project by Multi-agent Simulation - — Mr. Shinnosuke Yokota (Bunkyo University)	E17 — The Framework to Hold and Keep Knowledge in Projects — Mr. Keiichi Minakawa (IBM Japan, Ltd.)	F17 — The effectiveness in project management functions and the size of in-house team — Mr. Edoghogho Ogbeifun (University of Johannesburg)	G17 — The Model for Predicting A Required Man-hour by A Test Phase in The Method of Detecting Inconsistencies between Design Items — Dr. Atsushi Motoyama (Hitachi, Ltd.)	H17 — Quality Improvement Approach of Large-Scale SI Maintenance Development Project — Mr. Junichiro Wada (FUJITSU LIMITED)
		B18 — Case Studies of Stakeholder and Scope management in Standardized Regional Shared Accounting System Implementation — Mr. Masahiro Ohira (NTT DATA Corporation)	C18 — Development of Management Process for IT Service Business — Mr. Yoshikazu Kobayashi (Hitachi, Ltd.)	D18 — Applying for Quality Control of Services to Package Software Installation Process — Mr. Hirofumi Kawamoto (NEC Nexsolutions, Ltd.)	E18 — The Methods towards Quality Standards for Global Rollout, and the Effect — Mr. Katsuhiro Orita (FUJITSU LIMITED)	F18 — The Mental Health Management as Project Risk and Enterprise Risk —Visualization of the Risks Focusing on the Losses Using Risk Management Approach— — Ms. Hitomi Abe (IBM Japan, Ltd.)	G18 — Risk Management Techniques and Practices for Southern African Construction Projects — Dr. Arnesh Telukdarie (University of Johannesburg)	H18 — Towards a Competency Assessment Planning Framework for IT Project Managers — Dr. Venkatesh Mahadevan (Asia Pacific International College)
		B19 — Focal Points and Practical Guideline in the Situation of Reconstruction Program Management — Mr. Jiro Nonoyama (IBM Japan, Ltd.)	C19 — Introduction of Front-Loading Method to Improve Software Test Efficiency — Mr. Masato Inami (Fujitsu Limited)	D19 — The Effects of Organizational Improvement by Implementing Quantitative Project Management Based on CMMI level 5 — Mr. Masaki Kigure (NTT DATA Corporation)	E19 — Approach to Build Prediction Model for System platform development projects — Mr. Tsuyoshi Haraguchi (NEC Corporation)	F19 — Improving Efficiency of Stakeholder Analysis with Mind Mapping — Mr. Yoichiro Shimma (Hitachi Systems,Ltd.)	G19 — Designing an Undergraduate Engineering Course Using Project Management Core to Include Business and Economic Analysis — Prof. George Sammy Agoki (Andrews University)	

14:50-15:10	**Coffee Break**

15:10-16:10	**ELSTON**	**Keynote 5**

Red Projects – Prevention, Detection & Recovery
Mr. Greg Purdy
CEO & Senior Vice President, NTT DATA VTS

Chair: Mr. Takeshi Hojo, NTT DATA Corporation

16:40-	Move to SKYPOINT by pick-up bus

17:30-20:30	**SKYPOINT**	**ProMAC Gala Dinner & Closing Ceremony**	MC: Ms. Minako Shibazaki, FUJITSU LIMITED

November 19, 2016

10:00-16:00	**Currumbin Wildlife Sanctuary**	**ProMAC Fact Finding Tour**

[Note] This program may be changed without previous notice.

Increasing Effectiveness of Arbitration in Indonesia: "Collaboration between Legal Project Management and Online Arbitration"

Rina Shahriyani Shahrullah[*]   Elza Syarief[**]   Agustina Fitrianingrum[***]

Law No.30 of 1999 concerning Arbitration and Alternative Dispute Resolutions does not specifically govern online arbitration. However, there are no provisions of this Law prohibiting online arbitration. The use of electronic communications does not fully guarantee the effectiveness of online arbitration proceedings. This study evidences that online arbitration proceedings should be treated as a project by disputing parties and arbitrators. Many legal issues arise from the proceedings; therefore this study incorporates the approaches of Legal Project Management (LPM) and concludes that the use the Collaborative Law approaches supports and justifies the collaboration between the LPM framework and online arbitration requirements.

Key Words & Phrases : Legal Project Management, Online Arbitration, Collaborative Law, Effectiveness of Law Theory , Indonesia.

1. Introduction

Arbitration is one of the most popular dispute resolution mechanisms for business disputes in Indonesia because it renders a final and binding award that is decided by impartial arbitrators chosen by disputing parties [1]. Fitch [2] describes that arbitration processes are less formal than courts' and its proceedings are usually private, and more importantly the confidentiality of disputes is generally assured. In Indonesia arbitration awards both domestic and international awards are enforceable under Law No. 30 of 1999 concerning Arbitration and Alternative Dispute Resolutions [3].

"Today, Internet offers great opportunities for business" [4]. However, business disputes which arise from e-commerce transactions may not be avoided. Online arbitration can be adopted as an alternative dispute resolution mechanism to settle this type of dispute because online arbitration has unique characteristics and advantages. For example the neutrality of online arbitration is guaranteed because the Internet is a neutral place for the disputing parties. Online arbitration is efficient because Web-based document filing systems can help the parties to submit many documents instantly and over any distance. It is also convinient for business people because submissions can be archived by automated document management systems and be reviewed from any location, at any time [5].

Although Indonesia has enacted Law No. 30 of 1999 concerning Arbitration and Alternative Dispute Resolutions (hereinafter referred to as Arbitration Legislation), no provisions under this Legislation specifically mention about online arbitration or prohibit it. Thus, it is fair to say that online arbitration in Indonesia is permitted. However, the main issue still arises in conjunction with the effectiveness of online arbitration because business people prefer a flexibility of arbitration hearings in order not to spend much time and money to travel for the hearings. This study aims to evidence that online arbitration could more effective if they are treated as as a project by disputing parties, their lawyers and arbitrators. In this regard, it becomes significant to integrate the approaches of legal project management (LPM) to analyze the effectiveness of online arbitration.

To meet the above mentioned aims, this study utilized a normative legal research. It examined the existing legislation and legal concepts to resolve a particular legal issue [6]. therefore it used relavant legislations to approach the issues under discussion [7]. In this regard, this study primarily examined the Arbitration Legislation and IT Legislation to ascertain the effectiveness of online arbitration. All data was analyzed based on its content (content analysis) using a qualitative approach which aims to seek answers to the questions 'what', 'how' or 'why' of certain issues [8].

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2. Online Arbitration Phases

In general, the scope of traditional arbitration may be divided into three phases as follows [9]:

Proceedings of the 10th International Conference on Project Management (ProMAC2016)
Ⓒ 2016 The Society of Project Management

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a. Phase 1: Prior to arbitration proceedings covering the capacity of the parties to enter into an arbitration agreement, the existence and validity of the arbitration agreement, and the enforceability of the arbitration agreement.

b. Phase 2: During arbitration proceedings covering the power of the arbitrators to settle disputes, the representation and legal assistance, the basic standards of due process in the arbitral proceedings, and the issuance of awards.

c. Phase 3: Post-arbitration proceedings covering the recognition and enforcement of arbitration awards, the law governing the recognition and enforcement process, the formal conditions and procedures of the recognition, and the enforcement proceedings.

More specifically, Priyatna [10] explains more detail the phases of traditional arbitration which are presented by Table 1 below.

Table 1 Traditional Arbitration Phases

Precedures Prior to the Hearing	Hearing Procedures	Arbitration Award Enforcement
Informing the appointment of arbitrator(s). Communications or meetings with disputing parties or their lawyers prior to the hearing to discuss about the procedures of examination, hearing schedules, and delivery of evidences.	The hearing is conducted under the authority of arbitrator (s). Only disputing parties and/or their lawyers can attend the hearing. Arbitrator(s) must treat disputing parties fairly and equally, and act judicially based on the applicable law and procedure. Persenting expert witnesses if they are required by arbitrator(s) in the hearing.	Arbitrator(s) render an award. Based on Law No.30 of 1999, the award shall be registered to the enforcing court within 30 days since the award is rendered.

Source: Data analyzed by authors.

The above mentioned phases are also adopted by the Arbitration Legislation, consequently it can be presumed that both traditional and online arbitration go through such phases. However, online arbitration proceedings are unique because they incorporate the use of technology via the Internet, emails and online conferencing [11],[5]. Online arbitration phases are comprised:

a. Arbitration agreement

When disagreements arise between the parties who have entered into an arbitration agreement, one of the disputing parties submit a request for arbitration to an ad hoc or institutional arbitration. Arbitration request can be submitted via emails or online registration. If the request is sent via emails, arbitrators of ad hoc or institutional arbitration must ensure that the request is truly submmited by the disputing party or his/her representative. Institutional arbitration or arbitrators for ad hoc arbitration notifies the respondent regarding the arbitration request of the claimant via emails. If both disputing parties agree and institutional arbitration or arbitrators for ad hoc arbitration consider that both parties are capable to under go online arbitration procedures, then online arbitration will be conducted. If institutional arbitration or arbitrators for ad hoc arbitration consider that one or both parties are not capable or lack of capability to under go online arbitration procedures, then online arbitration will not be conducted. Instead, traditional arbitration will be conducted.

b. Statement and written documents

Each party must submit online his/her written statements and e-documents to arbitrators (exhibits/evidences) to strengthen his/her arguments.

c. Hearings

The hearing can be fully conducted using electronic means, such as hearing witnesses via video conferences. Another method of conducting an online arbitration hearing is by transmitting documents electronically as long as the parties have the right of equal access to the information.

d. Deliberations

If arbitration is comprised of more than one arbitrator (odd number of arbitrators), it is imperative for all arbitrators to discuss among themselves. Discussions and deliberations can be conducted via emails or other online devices (skypes, Internet Relay Chat,etc).

e. Arbitration Award and Notification

When arbitration is conducted online, arbitrators do not need to read the abitration award. After the arbitrators render an arbitral award. The Arbitration Legislation requires online arbitration awards to be

printed and signed by the arbitrators. Hence, it is necessary to print the online arbitration awards and have the arbitrators sign them, unless each arbitrator has his/her own electronic signature. The online arbitration award will be notified to each party via electronic devices (emails).

The questionable phase for online arbitration is the recognition and enforcement of online arbitration awards. The question is how the Indonesian enforcing court enforce the awards online. Since the court system in Indonesia remains traditional in the sense the use of technology is still limited, it is obvious that the last phase of online arbitration shall be conducted by using the traditional approach.

3. Laws Relevant to Online Arbitration

Law of the Republic of Indonesia Number 30 of 1999 regarding Arbitration and Alternative Dispute Resolution (the Arbitration Legislation) is the first national legislation on arbitration produced by Indonesian legislature because Article 81 of the Legislation stipulates that the issuance of this Legislation repealed arbitration regulations in Indonesia that were originally derived from the Dutch Laws. The Arbitration Legislation does not merely govern arbitration but also contains provisions on alternative dispute resolution (Article 1(10)). It consists of 11 chapters and 82 articles, but only Chapter II, comprising 9 provisions, deals with alternative dispute resolution, and the remaining provisions deal with the issues of arbitration. Hence, it is logical to say that it focuses more on arbitration than alternative dispute resolution. The Arbitration Legislation is supplemented by the Elucidation with the objective of clarifying the provisions of this Legislation. This Elucidation embraces the general and specific elucidations.

Law No. 11 of 2008 concerning Electronic Information and Transactions (hereinafter referred to as IT Legislation) was enacted to respond to the development of information technology and communications. The General Elucidation of this Legislation clearly emphasizes that "Information Technology becomes a double-edged sword, that is to give contributions to the improvement of human welfare, advance, and civilization, and at the same time, becomes effective means for unlawful acts". The enactment of this Legislation was also driven by the realization that "electronic transactions for trade via electronic systems (electronic commerce) have

made a part of national and international trade. This fact shows that the convergence in the field of information technology, media, and informatics (telematics), inevitably, keeps developing in line with the invention in the field of information technology, media, and communications".

4. Effectiveness of Online Arbitration

Although the use of online arbitration seems to be convinient for business people because the arbitration hearings can be conducted by arbitrators from any location. It is still questionable whether online arbitration is considered to be effective from a legal and business perspective. The effectiveness of this arbitration from a legal perspective is best examined by applying the Effectiveness of Law Theory by Soerjono Soekanto.

Soekanto [12] contends that the effective implementation of law is very much influenced by five factors, namely:

   a. The legal substance must contain justice, certainty and utility.
   b. Law enforcers must be professional and ethical.
   c. Legal facilities and means must be supported by good organisation, equipment and adequate finance.
   d. Society must act to achieve harmony among its members.

The legal culture must contain the common values of society (e.g. the values of morality, sustainability, security and order).

By adopting the first factor of the Effectiveness Law Theory, it is undoubted that online arbitration may have a legal standing in Indonesia even though the Arbitration Legislation does not explicitly use the term 'online arbitration'. The subtances of the Legislation supports online arbitration because Article 1 (1) of the Legislation simply stipulates that 'arbitration' means 'a method of settling civil disputes outside the general courts, based on an arbitration agreement made in writing by the parties to the dispute'. Since this provision does not explicitly prohibit online arbitration, it should be interpreted more widely to cover traditional and online arbitration. The application of online arbitration is also supported by IT Legislation.

IT Legislation resolves the issues regarding the validity of online arbitration agreement which requires the signature of disputing parties on the agreement.

Article 11 of the IT Legislation acknowleges that electronic signatures have legal effects, consequently the use of electronic signatures in an arbitration agreement and awards are valid. Article 4(3) of the Arbitration Legislation does not have any reservation toward the use of electronic communications in exchanging written statements and documents. It permits "telexes, telegrams, faxes, e-mails or any other form of communication" to be evidence of the written form of an arbitration agreement. Online hearings and deliberations are permitted as long as they are conducted based on the principle of equality, transparency and due process because none of the Arbitration Legislation provisions explicitly or impliedly prohibits them. Table 2 shows the provisions which support online arbitration.

Table 2 Legal Justification of Online Arbitration

Online Arbitration	Law No.30 of 1999 (Arbitration Legislation)	Other Laws
E- Business contract		Art. 1320 of Civil Code (Formation of Contract)
Online arbitration agreement	Art.4 (2), Art. 4 (3)	
Digital signatures		Art.11 of Law No.11 of 2008 (IT Legislation)
Online hearings	Art. 31(3)	
Online arbitration award	Art. 59 (1)	

Source: Data analyzed by authors.

The second factor under the Effectiveness Law Theory, namely the requirement of law enforcers' professionality significantly influences the effectiveness of online arbitration. Such effectiveness is reduced when it comes to the process of enforing online arbitration awards because they must be printed and the arbitrators have to put their signatures on them. The other factors under the Effectiveness Law Theory, namely legal facilities, society support and legal culture in principle have supported online arbitration because society is not alien to the use of electronic devices and facilities in their interactions. In short, it can be said online arbitration is effective from a legal perspective.

The effectiveness of online arbitration from a business perpective may be best examined by using the approaches of Legal Project Management (LPM). This is because all phases of online arbitration are similar to a project since it has a definite starting and finishing points to meet specific objectives [13]. In addition, online arbitrators have similar roles as those of project managers. Table 3 shows the similar roles of an online arbitrator and project manager.

Table 3 Similar Roles of An Online Arbitrator and A Project Manager

Arbitrator	Project Manager
Notifiying the respondent regarding the arbitration request of the claimant via emails.	Initiating processes, namely authorizing the project.
A teleconference between arbitrators and parties' lawyers to discuss the delivery of written claims and defences, the hearing schedules, etc.	Planning processes, namely defining objectives and selecting the best of the alternative courses of action to attain the project objectives.
Considering and analyzing the relevant documents including agreements, emails, etc.	Executing processes that is to coordinating resources to carry out the plan.
Disclosing any matters that may influence arbitrator's independency.Conducting arbitration hearings and rendering an arbitration award without any delay.	Controlling processes by monitoring and measuring progress regularly and taking necessary corrective action.
Rendering an arbitration award on the merits of the case	Closing processes, that is bringing the project to an orderly end.

Source: Ellyn, 2014 and Duncan, 1996.

To business people, online arbitration can only be regarded as effective if it gives advantages to business. Yüksel [5] asserts that online arbitration is beneficial to business people because of its neutrality, flexibility, and efficiency (lower cost, saving time and convinience). Nevertheless, it is still questioned whether the use of LPM approaches to online arbitration is justifiable from a legal perspective. To answer this question, this study adopts and modifies the application of Collaborative Law (CL).

5. Integrating the Approaches of Collaborative Law and Legal Project Management to Online Arbitration

Collaborative Law (CL) is "a highly structured process in which to express and resolve conflict without going to court" [14]. The apparoaches of CL is suitable to be adopted by online arbitration for its effectiveness because CL requires a written agreement made by disputing parties and their lawyers to conduct CL processes to settle their disputes in good faith [15]. The CL proponents assert that the CL generates more desirable outcomes for disputing parties and minimizes costs [16]. Disputing parties focus to achieve "win-win solution" and their lawyers are committed to "keep the process honest, respectful, and productive on both sides" [17]. In addition, the parties share their information transparently and voluntarily [18]. Even though CL is mostly utilized by mediation for divorce cases, it is still possible to adopt the CL approaches to online arbitration. This is because the CL characteristics, namely "producing outcomes which meet the needs of both parties, minimizing costs, and increasing clients' control, privacy and compliance with agreements [19] and similar to the unique charataristics of online arbitration, namely neutrality, lower cost, flexibility, saving time, efficiency and convenience.

Online arbitration increases its effectiveness if the CL approaches are combined with those of Legal Project Management (LPM). The integration of CL and LPM approaches are justifiable from a legal and business perspective on the grounds that:

a. Disputing parties are committed to have good faith in settling their disputes, so they can still continues their undisputed matters of business in the future.

b. Disputing parties and arbitrators in online arbitration have an agrrement to treat the dispute settlement as a project, consequently the online arbitration proceedings have definite starting and finishing points to come out with an executable award as the specific objective of this arbitration.

6. Conclusions
The Arbitration Legislation basically governs a traditional arbitration in Indonesia. However, this Legislation contains no provisions which prohibit online arbitration; consequently online arbitration may be utilized in Indonesia. This argument is also supported by the use of the IT Legislation which facilitates the use of electronic communications and devices. Nevertheless, the effectiveness of online arbitration is questionable from a legal and business perspective.

By adopting the Effectiveness of Law Theory to examine the effectiveness of online arbitration from a legal perspective, it is concluded that online arbitration is sufficiently effective to settle business disputes. This is because the five factors influencing the effectiveness of law support online arbitration in the sense that even though the Arbitration Legislation does not provide special provisions for online arbitration, such arbitration can still be effective by giving a wider interpretation to the Legislation. The adoption of LPM and CL also proves the effectiveness of online arbitration from a business perspective. In addition to the similarities of online arbitration and LPM phases, this arbitration has similar characteristics of those of CL. It can be further concluded that online arbitration may increase its effectiveness by collaborating the CL and LPM approaches.

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