

Proceedings of the 10th International Conference on Project Management

November 16-19, 2016
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Gold Coast, Australia

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The Society of Project Management (SPM), Japan

The Society of Project Management
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Proceedings of the 10th International Conference on Project Management

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Dr. Louis Taborda, PMI Sydney Chapter

ProMAC 2016

Detailed Program

November 16, 2016

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 Aircservices 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

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
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"
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 Shahryani 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. Kohke 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. Edogotogho Ogbeftun (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. Shinpei Ots (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 Hogo (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 Fultford (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 Shina (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 Prof. Shigeki Tanimoto (Chiba Institute of Technology)	C05 The Efforts and their Evaluation to Succeed Product Development Project Mr. Norihiro Kamibara (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 Kamashi 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.)	I06 Higher Education Internationalization in a Developing Country: A Road Map Dr. Agustina Finaningrum (Universitas Internasional Batam)

12:30-13:30 GERDEN TERRACE

Lunch

13:30-15:10

Breakout Session 2

**Room
Chair**

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"
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. Hideaki Nakakita (Next Foundation Co., Ltd.)	C06 From Reproduction to Activating Project Managers' Unlearning to Learn: Human-Centered Design Issue Prof. Masato Itoh (Tokai 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 Wiskus (Gdansk University of Technology)	F06 Project Management in the Digital world Mr. Anjot Khetarpaul (Fujitsu Australia Limited)	G06 Effective Implementation of Agile - Know-how for successfully applying Agile Development - Mr. Naohiro Yoshida (FUJITSU FRONTTECH 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. Yoshitoko Terakita (Hitachi Information Academy Co., Ltd.)
B07 An Agile approach to Natural Disaster Management Ms. Marie Desiree Beekhary (University of South Australia)	C07 An Operational Model of Parent-Child Project Management Education for Lower Elementary Grade Mr. Keltara 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 in order to the University Dr. Hiromi Takuma (Chiba Institute of Technology)	F07 Training on Software Quality Management for Junior Engineers of System Development in order to Complement OUT - 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 Sakaguchi (FUJITSU LIMITED)	I07 Approaches to Iteration Progress Management in Agile Projects Mr. Hideaki Fuji (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. Junpei 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 Khnal (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 Tatehara (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 A Study on the Management Theory Introduction into Project Management Methodology Mr. Takao Nomakuchi (Wakayama University)	F09 Creating Customer Value through Project Management in R&D Prof. Hiroshi Kubo (Chiba Institute of Technology)	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 ITL - Mr. Kazuro Higa (IBM Japan, Ltd.)	D10 A risk management method for reducing loss-cost Mr. Yoshinobu Uchida (Hitachi, Ltd.)	E10 A Study of Applying CIVCD 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)

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

9:00-15:00 Registration Desk
9:30-10:30 ELSTON

Registration
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.) B12 Project Performance Improvement Measures by Social Psychological Approach Mr. Shintaro Okude (FUJITSU LIMITED) B13 Time Management Practices between Engineers and Salespeople in Large Japanese Firms Ms. Koori Isaka (University of Tsukuba)	C11 Automation of Old-New Comparing and Matching Test for Quality Assurance in Legacy Migration Mr. Masayuki Arai (FUJITSU FIP CORPORATION) C12 Complex Project Management - Competence, capability building and insights Dr. Erin Evans (The University of Queensland Biochemistry) C13 Project Evaluation- From a systematic literature review to an integrated conceptual framework Mr. Omid Hasaninejad (Griffith University)	D11 Development and Validation of Common Base Methodology for Global Projects Mr. Toshiki Maeno (Hitachi, Ltd.) D12 The Risk Evaluation Model for Project Change Management Mr. Shinichi Takahashi (IBM Japan, Ltd.) D13 Quality Process Index ..A holistic audit approach for quality assurance and Value creation Mr. Chhatrapati Joshi (Fujitsu Consulting India Private Limited) D14 Text Analysis for Hazardous Environment, Trigger Events and Risk Causes Dr. Yasunobu Kino (University of Tsukuba)	E11 Introduction of Multi-business Project Management Method Ms. Midori Odawara (Hitachi Document Solutions Co.,Ltd.) E12 Early Detection Model for Warning Signs of a Project in Trouble Mr. Manabu Jinno (Hitachi, Ltd.) E13 Applying Agile Methodology to Portfolio Management Mr. Yoshinori Teracka (IBM Japan, Ltd.) E14 The Establishment of a Continuous Growth Model for ICT Organizations and Their Team Members Mr. Daisuke Anyu (FUJITSU SOCIAL SCIENCE LABORATORY LTD.) E15 Shift in Globalization - Impact on Productivity of Project Management- Dr. Viral Upendrabhai Pandya (Asia Pacific International College)	F11 Predicting the Change in Critical Path Mr. Mohammed Wajdi Hammad (University of New South Wales) 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) F13 Applying project management to social contribution. - Collaboration between working people and university students for NPCL's operation improvement. Mr. Ryuma Hiramoto (NTT Data Corporation) F14 An Effective Check Process for Detailed Design Phase in a Short-term Software Development Ms. Yoko Iwata (Hitachi, Ltd.) F15 Risk Management and Quality Management Approach for Global Roll out Project of Core Banking System Mr. Susumu Funaki (IBM Japan, Ltd.)	G11 A Study of Project Problem Solutions for Reduction of Retroactive Contract Risks Ms. Yukari Okujo (NTT DATA Corporation) G12 A Study of Promoting Communication in a Problem Project Mr. Naoki Tsujikawa (NTTDATA CUSTOMER SERVICE 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.) G14 The study on the effect of applying the PMO scheme in the PBL of universities Mr. Minoru Kinoshita (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)	H11 E-portfolio as a Tool for Better Practices in PBL Mr. Masatoshi Kaimasu (Kobe Women's University) 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) H13 Multifaceted Efforts and Creative Ingeniuties by the Cross-organizational PMO to Prevent Failure of Project Mr. Katsuhito Nitta (NEC Corporation) H14 The Workshop Conducted by Project Managers to Enhance Their Experiences - From Planning to Operation and Review - Ms. Harumi Hator (NTT DATA I CORPORATION) H15 New Management Process of Operation and Maintenance Service for Keeping Service Level Mr. Noriyuki Ogawa (Hitachi Systems Ltd.)	I11 Risk Assessment with Consideration for Indirect Stakeholder in SNS Mr. Takeshi Imai (Chiba Institute of Technology) I12 Generating the Structure of Risk Chains Using Association Rule Mining Mr. Yusuke Makino (Chiba Institute of Technology) I13 Security Hazard Map by Qualitative Sensitivity Analysis Mr. Kengo Zenitani (The University of Tokyo) I14 Improving the Acceptance Inspection Process in Offshore Software Development Projects Mr. Kosuke Ohno (NEC Corporation) 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

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 Syarif	Mr. Paul Hodgkins	Dr. Ali Jaafari	Dr. Ehsan Sakhaee	Dr. Akira Yamazaki	Dr. Michio Shimomura
Special Lecture 3 Art 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) B17 Make Effective Process and Shorten Schedule in Software and Hardware Development Mr. Yoshikazu Miyajima (NEC Corporation) B18 Case Studies of Stakeholder and Scope management in Standardized Regional Shared Accounting System Implementation Mr. Masahiro Ohira (NTT DATA Corporation) B19 Focal Points and Practical Guideline in the Situation of Reconstruction Program Management Mr. Jiro Nonoyama (IBM Japan, Ltd.)	C16 Risks and Preventive Measures in Global Projects Mr. Nanaumi Nagamine (NEC Corporation) C17 Development of Efficient Project Conditions Diagnostic Tool Mr. Tenno Endo (NIPPON TELEGRAPH AND TELEPHONE WEST CORPORATION) C18 Development of Management Process for IT Service Business Mr. Yoshikazu Kobayashi (Hitachi, Ltd.) C19 Introduction of Front-Loading Method to Improve Software Test Efficiency Mr. Masato Inami (Fujitsu Limited)	D16 Quality Management in Large-scale Development Projects - A study based on the introduction of statistical control methods- Ms. Mami Kimura (IBM Japan, Ltd.) 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) D18 Applying for Quality Control of Services to Package Software Installation Process Mr. Hirofumi Kawamoto (NEC Nexsolutions, Ltd.) D19 The Effects of Organizational Improvement by Implementing Quantitative Project Management Based on CMMI level 5 Mr. Masaki Kigure (NTT DATA Corporation)	E16 Optimized Back-Office Management Control of the Group Companies by Process Standardization and Shared IT Systems Implementation Mr. Akikazu Tanaka (Hitachi Systems, Ltd.) E17 The Framework to Hold and Keep Knowledge in Projects Mr. Keiichi Minakawa (IBM Japan, Ltd.) E18 The Methods towards Quality Standards for Global Rollout, and the Effect Mr. Katsuhito Orita (FUJITSU LIMITED) E19 Approach to Build Prediction Model for System platform development projects Mr. Tsuyoshi Haraguchi (NEC Corporation)	F16 Cost Reducing Modifications to CCPM and Criteria for its Application to System Development Projects Mr. Toshikazu Emura (NTT DATA SYSTEM TECHNOLOGIES INC.) F17 The effectiveness in project management functions and the size of in-house team Mr. Edogohgo Ogbefun (University of Johannesburg) 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.) F19 Improving Efficiency of Stakeholder Analysis with Mind Mapping Mr. Yoichiro Shimma (Hitachi Systems Ltd.)	G16 Improving Systems Performance by Innovative Approximation Formula to Large Scale Business Calculation for Japanese Mega-Bank Mr. Takayuki Nakayama (FUJITSU LIMITED) 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.) G18 Risk Management Techniques and Practices for Southern African Construction Projects Dr. Amesh Telukdarie (University of Johannesburg) G19 Designing an Undergraduate Engineering Course Using Project Management Core to Include Business and Economic Analysis Prof. George Sammy Agoki (Andrews University)	H16 The Practice of the Human Resource Management for System Integration Project focusing on Team Autonomy Mr. Yasuaki Fukuda (IBM Japan, Ltd.) H17 Quality Improvement Approach of Large-Scale SI Maintenance Development Project Mr. Junichiro Wada (FUJITSU LIMITED) H18 Towards a Competency Assessment Planning Framework for IT Project Managers Dr. Venkatesh Mahadevan (Asia Pacific International College)

14:50-15:10

15:10-16:10 ELSTON

Coffee Break

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.

Higher Education Internationalization in a Developing Country: A Road Map

Agustina Fitrianingrum* Rina Shahriyani Shahrullah *

Internationalization of Higher Education Institution (HEI) is driven by the needs of HEI to survive in the global competition. It is also implying that HEI is internationally competitive, strong in academic quality, internationally recognized hence able to produce competitive graduates. HEIs from developed countries have devised themselves by designing strategies and set plans with enormous budgets, which is vice versa in developing countries. Since, HEI global competition is going to be in a red rather than a blue ocean, the alternative strategy for HEIs in developing countries is presented to initiate the internationalization process in effective ways.

Key Words & Phrases: internationalization, strategy, Higher Education Institutions, developing country, ASEAN.

1. Introduction

The quote *“internationalization isn’t just for the best universities, it’s now something that every university needs”*, starts this paper [1]. Internationalization of Higher Education Institution (HEI) is not a new term for education. It is started from Western countries since 1950’s. Internationalization of HEI is the process of integrating an international/intercultural dimension into the teaching, research and service functions of the institution [1]. Hence, internationalization of HEI basically is the acceptance process to globalization in education. This is a process that brings two aspects internal and external. Internally, HEI should be prepared with the changes structural, cultural and others. While externally, HEI becomes more international by having collaboration with other international partners, projects and recruitment of foreign students [2].

Authors indicate that there are three drivers of HEI’s internationalization: HEI’s core services, stakeholders’ satisfaction and government policy. Firstly, HEIs have a vision and missions to delivers qualified education, research and society service, as these are the main pillars in higher education. However, globalization forces HEI should be in the chain of international collaboration to achieve the excellences. International network and collaborations will enhance the capacity of HEI to deliver better services for society. The success of HEI in the internationalization means that HEI is internationally competitive, internationally recognized and strong in academic quality. It indicates that a HEI will sustain in the long run. Secondly, stakeholder’s satisfaction is as a crucial issue including in education. Stakeholders are students, parents and staffs. For students, when an international program is crafted well, it opens some

opportunities for students to go further and enrich themselves with international experiences. It develops not only their cognitive skills for critical, comparative and complex thinking but also for soft skills to live in the multicultural organization, such as cross-cultural communication, adaptation, flexibility, tolerance, and empathy. Thirdly is government policy. It is widely known that nation’ competitiveness is built from the economic power of a country, which is always equivalent with the quality of education. Therefore, government designs a set policy to support HEIs’ internationalization. Being at the first top tier university in the world rank become national agenda of every nations. Therefore, government sets national policy to regulate, encourage and support HEIs to go further in global competition.

Moreover, internationalization is the need for all HEIs to survive in the future; competition amongst HEIs is getting tight. HEIs from developed countries have been competing in the international market since long time ago. They devise themselves by designing strategies and set plans with ambitious target and enormous budget. In contrast, it becomes the constraint of HEIs internationalization for developing countries. HEI global competition is going to the red rather than blue ocean. Red ocean is a symbol of blood; it represents the war in the market place. Therefore, term of HEI internationalization sounds challenging for universities in developing countries. The illustration of internationalization of HEIs from the developing country in the global market is like a tiny tail fish swimming in the ocean between the sharks. The head to head competition with established HEIs from developed country is impossible. How to survive in the competition becomes the main agenda of HEI. Therefore, this paper purpose is to present the alternative strategy of internationalization for HEIs in Indonesian context. This paper contributes to design

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the roadmap and a step-by-step approach to start the internationalization process.

2. Form of Internationalization

Internationalization is identical with students and staffs mobility. Indonesian Ministry of Education regulates the cooperation between HEIs under the regulation of Education and Culture Ministry no. 14 Year 2014. There are thirteen form of cooperation such as cooperation in teaching, research and society services, internal quality assurance, twinning program, joint degree program, double degree program, credit earning, visiting professor, exchange program for students and lecturer, sharing resources, establishing center of Indonesian Studies, publication, internship, joint seminar and other forms of important cooperation.

Huang [3] identified pattern of internationalization in Asia. There are three patterns: an import-oriented type, an import and export type, and a transitional type. The import-oriented type is country that imports educational programs and institutions from other countries mostly from the West. Vietnam and Indonesia are typical of this first type. The second is country that import higher education activities from Western countries and at the same time export their higher education activities to other Asian countries, such as Singapore and Hong Kong. The third type is country that tends to import more educational services than they export, but are keen to export their own higher education services. This refers to countries such as China and Japan.

The following are descriptions of activities of the internationalization program related to students and staffs or lecturers mobility.

2.1 Students Mobility

There are some forms of students' mobility program. There are short-term international camp, credit earning, joint degree or dual degree program. Short-term program usually is a short program between 10 days to two months; mostly the content is improving English language for non-English speaking country students and also exploring cultures to enhance cross-cultural competency. Credit Earning Program is a program that offering a student to earn credit from university partners in overseas for one up to two semesters. The third is a Joint Degree Program that offering a student to get a degree from home university and one Host University by spending two years in each university.

The last form is dual degree or double degree program. This is a program that a student obtains two degrees from home university and one Host University. These kinds of program are designed purposively to foster the global graduate.

Nowadays, the needs of joining international program amongst students in Indonesia are increasing. This phenomenon drives by the demand of graduates that not only competent in the related fields but also posses good soft skills such as understanding cross-cultural communication, high adaptation and flexibility, tolerance for ambiguity, empathy and better understanding for the society. So, they attributed themselves with global graduates. Global graduate has characteristics with the ability to work with team from global background of countries. Regarding the survey from CFE Global Graduates (2011) [4], this is the first top ten skills sought by 12 leading employers collectively representing 3500+ graduate recruits. The description is as following: A ability to work collaboratively with teams of people from a range of backgrounds and countries; Excellent communication skills: both speaking and listening; A high degree of drive and resilience; An ability to embrace multiple perspectives and challenge thinking; A capacity to develop new skills and behaviors according to role requirements; A high degree of self-awareness; An ability to negotiate and influence clients across the globe from different cultures; An ability to form professional, global networks; An openness to and respect for a range of perspectives from around the world; Multicultural learning agility (e.g. ability to learn in any culture or environment). In many researches evidence that the graduate attributed with the described skills are having higher opportunities to be success in carrier and job.

The trend of studying abroad is not only in Indonesia but also in other ASEAN countries in this last three years. The latest data collected from the UNESCO Institute for Statistic is from 1999 to 2013 [5]. It is shown that Malaysia is the leading country to send the student to overseas (Outbound program), followed by Vietnam and Indonesia. The data from 1999-2013 shown that Vietnam is the most progressive country in sending the students to overseas, it is double almost 7 times since 1999. It makes Vietnam becomes number 2 in ASEAN since 2006. The total number of outbound students from ASEAN country is presented in the following table 1:

Table 1 Number of Outbound Students from ASEAN

No	Country	2011	2012	2013
1	Malaysia	59.855	58.485	56.260
2	Vietnam	52.029	53.004	53.546
3	Indonesia	36.559	35.785	39.098
4	Thailand	27.130	26.310	25.517
5	Singapore	21.281	22.037	22.578
6	Philippines	11.672	11.208	11.454
7	Myanmar	7.248	6.616	6.388
8	Lao People's Democratic Republic	4.146	4.344	4.985
9	Cambodia	4.253	4.180	4.221
10	Brunei Darussalam	3.425	3.550	3.365

Source: UNESCO Institute for Statistic (2016)

The following data is describing the percentage of students study abroad compares to the total population of each country in ASEAN countries. The data is presented in the Figure 1:

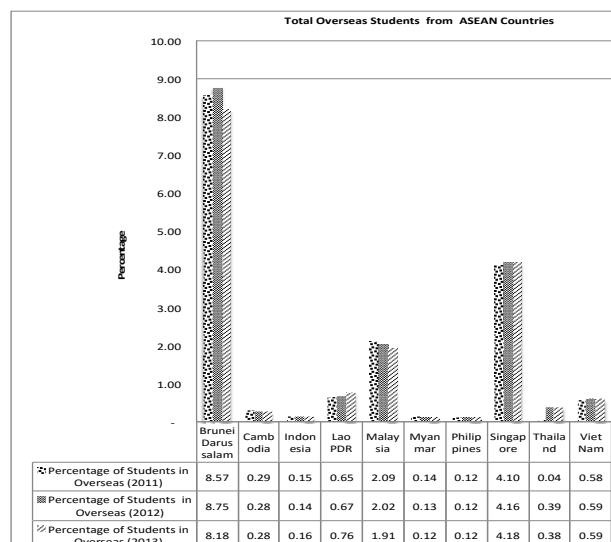


Figure 1 The Total Percentage of Overseas Students from ASEAN Countries

The data is analyzed based on the annual report of United Nation Economic and Social Commissions for Asia and Pacific. The result shows that Singapore and Brunei Darussalam as developed countries from ASEAN, delegate the highest number of students to overseas, followed by Malaysia.

The following figures are descriptions of studying abroad in each ASEAN countries from 2011-2013.

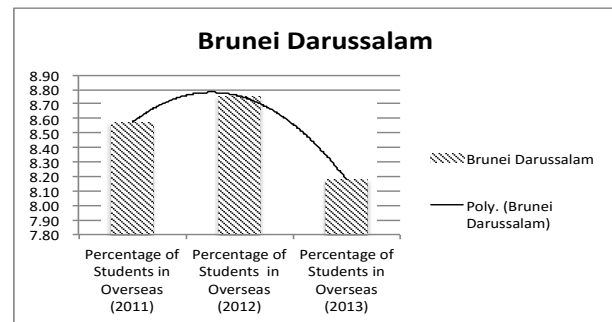


Figure 2 Brunei Darussalam's Trends of Students Study Abroad

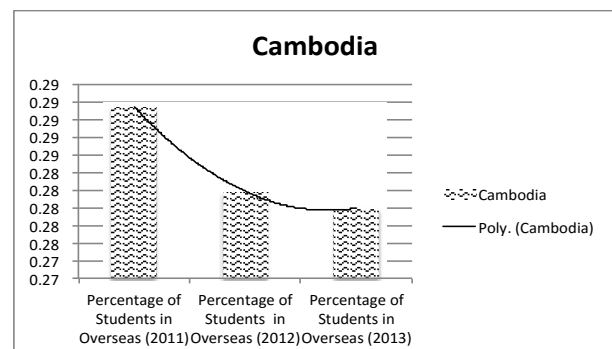


Figure 3 Cambodia's Trends of Students Study Abroad

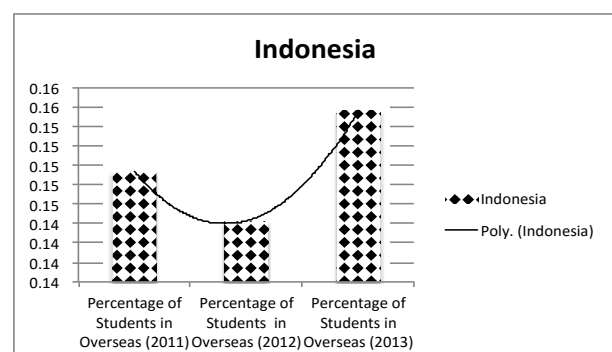


Figure 4 Indonesia's Trends of Students Study Abroad

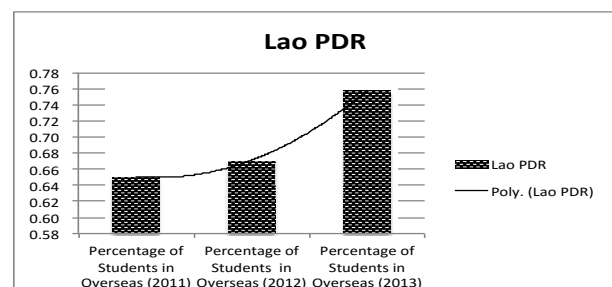


Figure 5 Lao PDR's Trends of Students Study Abroad

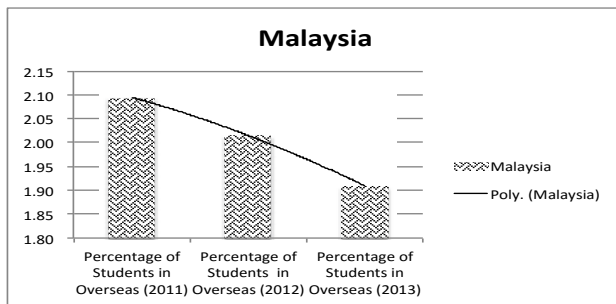


Figure 6 Malaysia Trends of Students Study Abroad

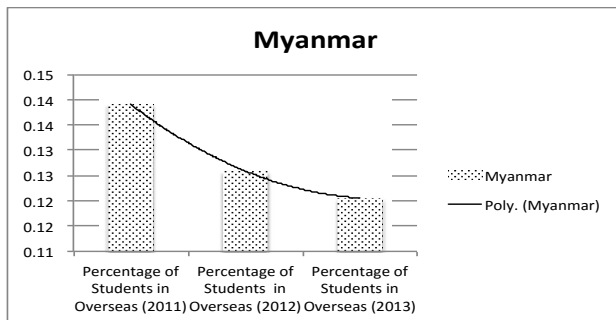


Figure 7 Myanmar's Trends of Students Study Abroad

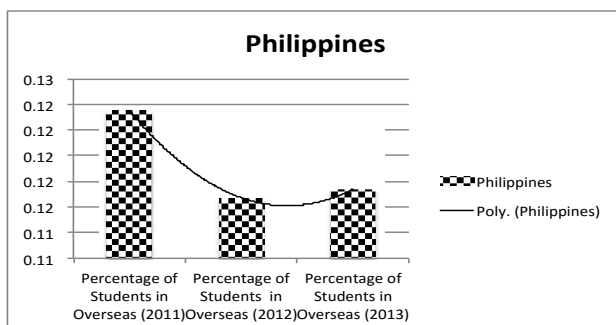


Figure 8 Philippine Trends of Students Study Abroad

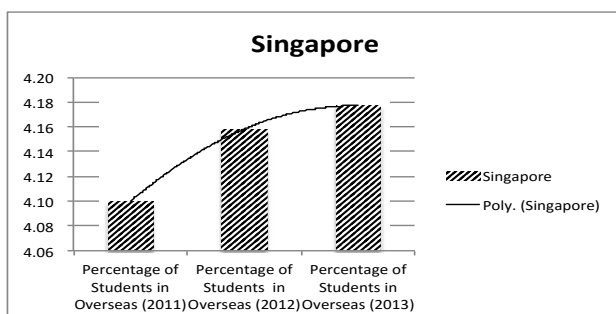


Figure 9 Singapore Trends of Students Study Abroad

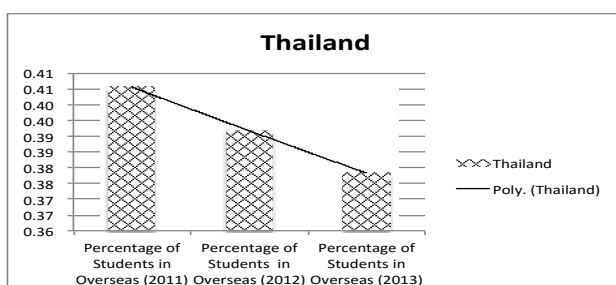


Figure 10 Thailand Trends of Students Study Abroad

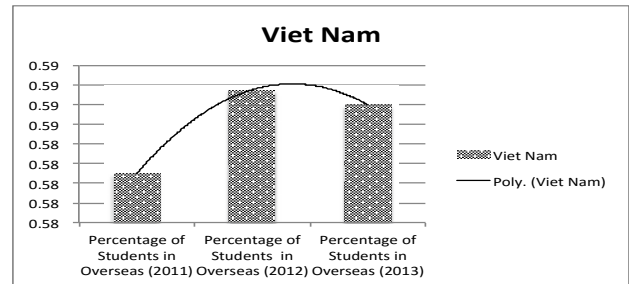


Figure 11 Vietnam Trends of Students Study Abroad

From the figures 2- 11 shown that Indonesia and Lao PDR have increasing potential trend in sending students to overseas. However, from the country size of Indonesia and also the positive trend of economic growth, Indonesia becomes the most potential country in the internationalization process. As ASEAN report stated that Gross Domestic Product per August 2015 is 983,571 (in US\$ million) followed by Thailand, Malaysia and Singapore. From another point of view it also means that Indonesia is strengthening the international collaboration with the international partners through students mobility.

2.2 Staffs Mobility

Staffs' mobility is one of some important elements of internationalization. This type of mobility can be in short or longer time. The example of short time lecturer mobility is the international conferences, while visiting professor program for teaching or international joint research are the examples of longer program mobility. This is a method to share the knowledge amongst international partners and human resource development. Besides, the international staff mobility also brings the positive atmosphere in campus to enhance the awareness and willingness of all faculty member and students of Host University to be open to other cultures, for example by learning and exchanging the foreign language and culture through the daily communications [1].

The staffs mobility can be established when Sabbatical or a *scientific leave* abroad is awarded after staff working for five or six years. By this scheme, staffs can leave for professional development or research up to twelve months [6]. The sabbatical leave in Indonesia is regulated under Indonesian Government Regulation Number 37 Year 2009 article 32. It is stated that lecturer under the Associate Professor level may take the sabbatical leave every five years, while Associate Professor level and above

may take the sabbatical leave for every four years. However, the implementation of sabbatical leave is yet popular in Indonesia. In this regards, HEIs in Indonesia should have their own regulation. If the sabbatical scheme can be implemented well, it benefits to enhance the quality of education and also foster research and publication area in Indonesia.

Even though sabbatical leave considered being important issue, obtaining the source of funding for staffs mobility can be challenging. To solve this matter, staffs are encouraged to apply international grant for professional development that offers by government or foundations from developed countries.

3. The Road Map of HEI Internationalization

Internationalization is not simply an issue of managing student mobility but an issue of strategic transformation of HEI [1]. Hence, the road map of HEI internationalization is presented as follows:

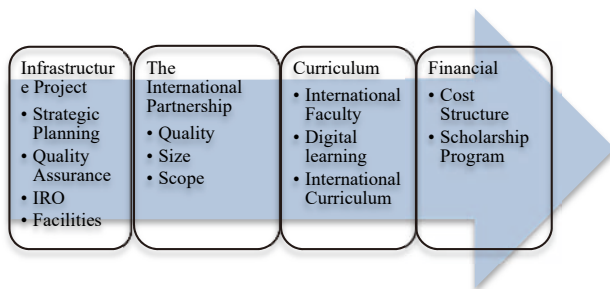


Figure 12. HEI Internationalization Road Map

3.1 Infrastructure Project

Infrastructure consists of soft and hard infrastructures. The soft infrastructures are strategic planning, quality assurance, International Relation Office. The hard infrastructure is facility that supports the teaching learning process.

3.1.1 Strategic Planning

The vision and mission of HEI is the key to set the strategic planning in long-term planning. Since it is a foresight of HEI future direction, all of departments should be involved to achieve each milestone. The design of an internationalization strategy development is not only the responsibility of international relation office but actuate in the whole HEI's program.

3.1.2 Quality Assurance

The requirement of establishing international collaboration between institutions is equality. Equality means that each of institution recognized each other quality. Trust is principal in building a mutual relationship. For example in the credit earning program that each institution will accept the result of

subject credits taken by students in other institution. The teaching learning process, curriculum and output of the study must be met the standard of each institution. Furthermore, this can be continued for the longer program such as joint degree or double degree program.

Therefore, to establish a good mutual relationship, quality assurance is the answer. HEI should ensure the quality assurance in curriculum development, staff development, and teaching learning facilities, ensuring transparency within the assessment to create conducive atmosphere of education.

Before HEIs come to internationalization process, they have to fulfill the requirement of government policy in conducting the teaching learning process. The quality assurance means that internally the system is monitor and evaluated to ensure that the process is running as the standard of implementation. The result of quality assurance can be reflected from the result of accreditation that is conducted by government or private. This is become the basic requirement to recognized the credits of teaching learning process from each institution.

3.1.3 International Relation Office

Internationalization can be established by project or institutionalized. When it is a project based, the sustainability of the internationalization of HEI is difficult to determine, while the institutionalized ones is clearer, because it has a road map, target of the milestone. The institutionalized of HEI internationalization required a certain of organization structure which has responsibility to run the internationalization program. The existence of IRO has undergone substantial changes, because it has engaged in strategic and operational planning in regard to support the achievement of HEI's vision.

3.1.4. Facilities

HEI should provide the facilities to create the academic atmospheres such as library and its collections and activities, discussion room, laboratories. The dorm for international students is required because student's security is always at the top priority. Therefore, staying in the dormitory at least for the first semester is significant to monitor students' activities after class. Not least important is student's canteen. Instead of provide healthy foods, the variety of menu will help overseas students to adjust with the new environment.

3.2 The International Partnership

In the process of international partnership, HEI should consider the quality, size and scope of the collaboration. Quality comes at the first to consider. The international cooperation can be started by join an international consortium. Size is not always related with the bigger, the better. HEI can choose appropriate size of international partners that will be able to boost the growth. The scope of the cooperation can be started from a small scope that both of institution can cope it well. Satisfaction of both parties is the basic of mutual relationship in the long run.

3.3 Curriculum

3.3.1 International Faculty

The first common language for the international student is English. English as foreign language that is most widely known and use in many countries over the world. However, English is not the only language use in the international classroom. Non-English speaking country is still prefer to conduct the teaching learning process using their native language, such as Japan, South Korea, Taiwan and China. Then, international faculty is a medium to prepare the students before studying at overseas.

The challenge of conducting program with language barrier is not only at students' side but also for HEI. HEI that offers a program for international students using a certain native language should ensure that the process of language preparation program is well prepared so that students can achieve the target at the meantime.

3.3.2 Digital Learning

The technology quantum leaps have been starting when the Internet technology launched. The class can be conducted borderless using e-learning. Currently, the free platform of e-learning can be applied to support the teaching learning process, such as Edmodo or Webex application for classroom discussion. The barrier is Internet capacity to ensure that the process can be running well.

3.3.3 International Curriculum

In the internationalization process, internationalizing curriculum is the requirement. It means that curriculum applied must be update to keep up the demand of international market. This is important because graduates are prepared their future to be accepted in the multi national company or involve in the international business. Using English as the medium language in teaching learning process is

chosen as a tangible form of internationalization of the curriculum. Moreover, in the process of joint degree or double degree program, a study program should find a partner that offers a set of curriculum comprehends achieving the target of competency.

3.4 Financial Aspect

Establishing international program is costly and difficult to afford for students from developing countries. Thus, the scheme of tuition cost reduction and scholarship for students can be alternative solutions. The creativity to get the funding resource is a challenge of HEI management.

Moreover, Governments' policy that gives a part time working hour for international students is also beneficial for students not only from the financial side but also to speed up the language acquisition of the native language used in teaching learning process.

4. Conclusion

Internationalization is the need for all HEI regardless its size and age. Even though it considered as a small and young HEI can initiate the internationalization by institutionalized its target that stated in the vision and mission of HEI. The quality assurance in each HEI is the requirement establishes international collaboration. For the smaller size university, joining with the international consortium can be the initial platform of international collaboration.

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