



MEMORANDUM OF AGREEMENT  
REGARDING 1 + 1 MASTER DEGREE PROGRAM



No: /Unpas.R/G1/XII/2019

This Memorandum of Agreement (MoA) is made between International College of Rajamangala University of Technology Krungthep (ICUTK), Bangkok, Thailand and Universitas Pasundan Bandung (UNPAS), Jl. Setiabudhi No. 193, Kota Bandung, Jawa Barat, Indonesia, signed below by the authorized University representatives.

As Universitas Pasundan Bandung (UNPAS) and Rajamangala University of Technology Krungthep (UTK) have signed a Memorandum of Understanding on July 12<sup>th</sup>, 2018, this agreement will set forth further mutual goals and Programs for our Universities, as specified below:

Establishment of a collaborative degree program in "Master of Arts (MA) in Human Resource Development and Management"

The Program name as approved and authorized by the UTK University Council is designated as follows:

หลักสูตรศิลปศาสตรมหาบัณฑิต (หลักสูตรนานาชาติ)	Master of Arts Program (International Program)
สาขาวิชาการพัฒนาระบบทรัพยากรมนุษย์และ องค์กรจึ การ	Human Resources Development and Management Program
(หลักสูตรใหม่ พ.ศ. 2562)	(New Curriculum, 2019)

I. **The MA Program** formation requires a total of 36 credits, 12 credits of which will be transferred from UNPAS applied to the program for continuation and degree completion at ICUTK.

II. **Length of program study at ICUTK:** Minimum one year

- a. According to requirements of the Thai Ministry of Higher Education, Science, Research and Innovation, transfer studies must be done in no less than one year (12 consecutive months). For example, to comply with this regulation, a student in this program may arrive at ICUTK in April 2020, and return a number of times, with passport proof of exit no earlier than April 2021.

III. **Program tuition, fees, and other costs:**

- a. Cost of tuition, per semester/per student: 50,000 Thai baht
  - i. Note: A semester will consist of agreed-upon time frame (for example, four weeks, two months, etc.)
  - ii. Payment by student must be made on or before the first day of classes in each semester.
- b. Fee for Thesis supervision/defense or Independent-study consultation / supervision / exam: 15,000 Thai baht. This fee is to be paid on or before the first day of arrival for this activity.

- c. Students will be responsible for additional costs such as textbooks, conferences, Thesis and IS editing, health and accident insurance, and graduation fees.
- d. Students shall be responsible for cost of transportation, housing, and meals.
- e. The possibility of dormitory housing at UTK Phra Nakorn Tai Campus (which is about 5 km from the UTK Campus) will be discussed and negotiated separately. Since University dormitory house is limited, this cannot be guaranteed. It is recommended that the applicant consider alternate housing options.

**IV. UNPAS student intake, student eligibility, and entrance requirements:**

- a. UNPAS agrees to send a group of eligible students of no fewer than twenty (20) students in each Program intake group.
- b. The time period for semester start will be agreed upon by both ICUTK and UNPAS.
- c. An Application package will be provided to the student, to be sent to the Admission committee of ICUTK.
- d. This Program is exclusively available to UNPAS students enrolled in the UNPAS Master degree program.
- e. English language criteria: Applicants must have one of the English language scores as specified by the program as follows: TOEFL iBT score not less than 45, or IELTS not less than 5.5, or CU-TEP\* score not less than 50, or TOEIC score of at least 500. Any other recognized English test will be considered upon consultation with ICUTK Admission committee. (\* Note: CU-TEP is the Chulalongkorn University Test of English Proficiency, given in Thailand)
- f. Foundation courses:
  - i. Having passed the foundation courses – Statistical Methods in Business and Business Management for Executives (which are non-credit courses) – is required prior to the start of the transfer Program if the applicant’s degree is not related to Human Resources Development and Management. These subjects may be taken in the student’s home university, or they may be studied at ICUTK (in which case the student’s time of study at ICUTK would be extended beyond that described in Clause VI, below).
  - ii. Course descriptions for these Foundation subjects are shown in Appendix 1 to this Agreement.
- g. Credit transfer: A maximum of 12 credits of courses relevant to the ICUTK MA curriculum may be transferred from UNPAS. For each course, a minimum grade of “B” is required for valid credit transfer. Transcripts (translated into English) must be included with the student’s application package.

**V. MA Program options:**

- a. Program A consisting of 36 credits, 12 credits of which are from a Thesis.
  - i. In addition to Comprehensive exams, Thesis defense, and Thesis publication in an international journal.
- b. Program B, consisting of 36 credits, 6 credits of which are from Independent Study.
  - i. In addition to Comprehensive exams, Independent Study defense, and participation in an International conference.
- c. Further details of the MA program are included in Appendix 1, attached to this Agreement.

- d. Interested applicants will be send more detailed information regarding eligibility and Program requirements in an “Application Package”.

**VI. Suggested period of study at ICUTK and degree fulfillment:**

- a. Phase 1: a period of 28 days, during which period 3 subjects can be studied.  
b. Phase 2: a period of 28 days, during which period 3 subjects can be studied, plus, if time available, Comprehensive exams may be given, after successful completion of all course work, including the UNPAS transferred credits.  
c. Phase 3: Comprehensive exams (after successful completion of all course work, including the UNPAS transferred credits), Thesis defense, and Independent Study defense.  
d. To comply with the regulations, the cycle of these semesters may not be less than 12 months in duration, as proven by the student’s official transcripts and passport entrance/exit stamps.  
e. Thesis and Independent Study period may be done during the period of time that the student is away from ICUTK.  
f. Upon the student’s successful completion of the Program’s requirements, UTK will provide the graduating student with an official UTK MA Degree diploma.

**VII. Appointment of Program representatives**

- a. Both ICUTK and UNPAS will appoint representatives to coordinate, and execute the details of this Program.

**VIII. Period of Agreement**

- a. This Agreement will come into effect upon signing by officials of both universities.  
b. The period of this Agreement will be in effect for a period of three (3) years, during which time meetings of both institutions may take place to evaluate the Program’s progress and effectiveness, and to discuss any issues that may arise.

**IX. Further programs**

- a. Further programs may be developed and offered, which would be specified in a separate Agreement.

Note: Appendix 1, Curriculum requirements and descriptions, follows this document

Dated this, Friday, the 6<sup>th</sup> day of December 2019– and signed by:

.....  
**Mrs. Prattana Srisuk, PhD**  
Dean, International College, Rajamangala  
University of Technology Krungthep

  
.....  
**Prof. Dr. Ir. H. Eddy Jusuf Sp, M.Si., M.Kom**  
REKTOR UNIVERSITAS PASUNDAN

## Appendix 1

### Program details/course descriptions

#### Degree Program: "Master of Arts in Human Resource Development and Management" – program of 36 credits

Plan A: Study of subjects plus Thesis OR Plan B: Study of subjects plus Independent Study (IS)

Mandatory courses 12 credits must be studied from the following courses

8-251-101 Research in Human Resource Development and Management 3 (3-0-6)

8-251-102 Psychology for Human Resource Development and Management 3 (3-0-6)

8-251-103 Human Capital Development 3 (3-0-6)

8-251-104 Management and Innovation 3 (3-0-6)

Elective courses, choose from the following courses

For Plan A: Study of 12 credits

For Plan B: Study of 18 credits

8-252-001 Strategic Management for the 21 Century 3 (3-0-6)

8-252-002 Performance Development and Management 3 (3-0-6)

8-252-003 Leadership and Management 3 (3-0-6)

8-252-004 Information Technology for Human Resource Development and Management 3 (3-0-6)

8-252-005 Seminar in Human Resource Development and Management 3 (3-0-6)

8-252-006 Learning and Development 3 (3-0-6)

8-252-007 Economics and Human Resource Development and Management 3 (3-0-6)

8-252-008 Modern Marketing Management 3 (3-0-6)

8-252-009 Risk Management 3 (3-0-6)

8-252-010 Negotiation 3 (3-0-6)

8-252-011 Conflict Management 3 (3-0-6)

8-252-012 Talent Management 3 (3-0-6)

8-252-013 Organizational Culture and Organizational Development 3 (3-0-6)

8-252-014 Cross Cultural Human Resource Development and Management 3 (3-0-6)

8-252-015 Labor Productivity 3 (3-0-6)

8-252-016 Industrial Relations for Business Sustainability 3 (3-0-6)

8-252-017 Team and Diversity 3 (3-0-6)

Plan A: Thesis Option: 12 credits	Plan B: Independent Study
8-254-201 Thesis 12 (0-0-36)	8-254-203 Independent Study 6 (0-0-18)
	8-254-202 Comprehensive Examination 0 (0-0-0)

Transfer course credits from UNPAS: no more than 12 credits equivalent to ICUTK's MA curriculum

#### Course Descriptions:

Foundation courses required (for no credit) – these must be studied prior to beginning the Program at ICUTK, either at UNPAS, or at ICUTK, if the applicant's degree is not related to Human Resources Development and Management.

**5-120-501**

**Statistical Methods in Business**

**0(2-0-4)**

Description: Principles of statistics, statistics and its roles in business, statistical methodology, statistical data analysis, descriptive statistics, inferential statistics, introduction to probability and statistics, random variables and their distribution, estimation and hypothesis testing, variance analysis, group data analysis, correlation analysis, regression analysis, and use of statistical software and interpretation of results.

<b>5-220-501</b>	<b>Business Management for Executives</b> Basic concepts and principles of accounting, finance, marketing, management and business information technology essential for the management of an enterprise, organizational roles in current economic situations, and business ethics and social responsibility.	<b>0(2-0-4)</b>
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**Compulsory courses**

<b>8-251-101</b>	<b>Research in Human Resource Development and Management</b> Definition, type of quantitative research, research development for human resource development and management, quantitative research process, research development process, statistics for data analysis, statistical interpretation, software for data analysis, data, outline research project writing, and research report.	<b>3(3-0-6)</b>
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<b>8-251-102</b>	<b>Psychology for Human Resource Development and Management</b> Psychology, applied psychology in human resource development, psychology and human management, use of principal psychology in human resource development activities, organizational development, human management, tools and psychological methods, human resource development in human management.	<b>3(3-0-6)</b>
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<b>8-251-103</b>	<b>Human Capital Development</b> Definition, objectives and scope of human resource development activities, foundation theories of human resource development, training principles, organizational development and information technology in human resource development.	<b>3(3-0-6)</b>
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<b>8-251-104</b>	<b>Management and Innovation</b> Strategy, marketing, leadership, teamwork and financial analysis. Encouraging innovation and creativity through interactive competition between and within teams via a comprehensive simulation of a fast moving business environment.	<b>3(3-0-6)</b>
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**Elective courses** – Choose from the following courses: Plan A: Choose 12 credits, Plan B: Choose of 18 credits

<b>8-252-001</b>	<b>Strategic Management for the 21 Century</b> Business processes, characteristics, working conditions in the 21st century, strategic management processes, planning, monitoring, analysis and assessment for businesses in the 21st century by case study. Strategic management and modern administration organizational visit.	<b>3(3-0-6)</b>
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<b>8-252-002</b>	<b>Performance Development and Management</b> Competency, definition, importance of performance, factors which leads to performance. Principles of performance management, performance development, competency development, performance development cycle, performance development strategies. Measurements and performance measurement instruments.	<b>3(3-0-6)</b>
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<b>8-252-003</b>	<b>Leadership and Management</b> Leader and manager differences, roles, duties, relationships between leaders with managers. Skills and essential skills for leaders. Professional communication, team building, problem solving skills, leading, leading across the generations, leaders and information technology, and leading for changes.	<b>3(3-0-6)</b>
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<b>8-252-004</b>	<b>Information Technology for Human Resource Development and Management</b> Information technology characteristics, importance of information technology at work and in business. Various information technology, social media, information technology usage in human resource development and management. Information technology usage examples, Information technology in human resource development and management by visiting.	<b>3(3-0-6)</b>
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<b>8-252-005</b>	<b>Seminar in Human Resource Development and Management</b> Seminar on special topics in human resource development, management that is current issues, trends, research framework, framework of independent study in either human resource development or management.	<b>3(3-0-6)</b>
<b>8-252-006</b>	<b>Learning and Development</b> Personal performance, process for developing individual competencies in various ways. Analysis of problems needs. Problem determination, job analysis, writing objectives, determining training activities, selection of activities and media for training. Training process, experience on training management, digital media training, distance training. Visit organizations for training experience.	<b>3(3-0-6)</b>
<b>8-252-007</b>	<b>Economics and Human Resource Development and Management</b> Economics foundation, the current world economy, application of "Sufficiency Economy" philosophy in resource allocation of production, cost, profit, production cost reduction, and increasing production profits by human resource development and good management. Human capital cost, human capital investment, competing with human capital, and increasing competitiveness by management.	<b>3(3-0-6)</b>
<b>8-252-008</b>	<b>Modern Marketing Management</b> Marketing process, contemporary marketing, influence of information technology on marketing, and changes in marketing process. Various new age marketing: analyze and critique new marketing and market trends. Marketing.	<b>3(3-0-6)</b>
<b>8-252-009</b>	<b>Risk Management</b> Risk management, risk management concepts, understanding of risks, risk elements, risk analysis guidelines: processes, techniques and tools in risk management. Organizational risk management, risk management system, good governance, project risk management, supervision and monitoring in risk management system.	<b>3(3-0-6)</b>
<b>8-252-010</b>	<b>Negotiation</b> Negotiation and live, business negotiation, negotiation elements, negotiation objectives, types of negotiation, required skills in negotiation, format, process of negotiation, preparation, exchange of information, negotiation, summarization and action, case examples of successful and failure negotiations.	<b>3(3-0-6)</b>
<b>8-252-011</b>	<b>Conflict Management</b> Conflict, causes of conflict, methods of conflict management, various forms of conflict management, dealing with conflicts, conflict management skills, characteristics of results from conflict management, examples and case studies.	<b>3(3-0-6)</b>
<b>8-252-012</b>	<b>Talent Management</b> Talented human resources, criteria of being an organizational talent person, searching for talent staff in organization, tools for determining talent human resource. tool creation for defining organization's talent persons. Maintaining talent staff in organization, develop talent in organization, talent management system, sourcing, screening, assigning tasks, developing and treating talented staff.	<b>3(3-0-6)</b>
<b>8-252-013</b>	<b>Organizational Culture and Organizational Development</b> Individual, group, and organizational behaviors. Work relating to organizational performance. Independently and interactively individual, group, and environmental factors which develop employees' job attitudes, motivation, behaviors, and performance in organization.	<b>3(3-0-6)</b>

<b>8-252-014</b>	<b>Cross Cultural Human Resource Development and Management</b> Globalization, borderless social conditions, development of communication and communication technology influencing on human resource development and cultural management. Cultural influences on life and work. Problems of working in a multicultural organization, and solutions to work in cross cultural issues. Human resource development and cross-cultural management.	<b>3(3-0-6)</b>
<b>8-252-015</b>	<b>Labor Productivity</b> Trends, measurement and analyses of labor productivity, labor mobility, labor market discrimination, and the role of government and unions in labor markets are further considered. Particular attention will be given to the impact of the current economic recession on labor economic variables.	<b>3(3-0-6)</b>
<b>8-252-016</b>	<b>Industrial Relations for Business Sustainability</b> Theories of industrial relations; labor history; employment law; the roles and functions of employer associations trade unions and industrial tribunals in industrial regulations; the emergence and spread of enterprise and individual bargaining; the uptake of work and family policies; and occupational health and safety for business sustainability.	<b>3(3-0-6)</b>
<b>8-252-017</b>	<b>Team and Diversity</b> Skills and knowledge to become culturally competent in their daily work Interactions as a team. Culture impacts on human behavior and learn effective strategies to prevent or deal with disharmony in the diversity workplace.	<b>3(3-0-6)</b>

**Thesis and Independent Study**

<b>8-254-201</b>	<b>Thesis</b> Research on interesting issues. Define research problems under the framework of human resource development and/or management. Review literature, scope of study, research methods, research objectives, writing of research project outline, data collection, data analysis, conclusion and study report writing.	<b>12(0-0-36)</b>
<b>8-254-202</b>	<b>Comprehensive Examination</b> Comprehensive exam is designed to test knowledge of human resource development and/ or management application. Comprehensive exam can be written or oral exam as determined by program committee.	<b>0(0-0-0)</b>

P = Pass                      F = Fail

Those working on independent studies or theses will be assigned either P (Pass) or F (Fail) upon task completion based on their performance. All Thesis and independent study evaluations are counted and credits are given as grade points.

<b>8-254-203</b>	<b>Independent Study</b> Self-determination of research topic under the framework of human resource development and/ or management. Conduct independent study with reliable, verifiable processes and write the independent study report to the advisor and the program committee.	<b>6 (0-0-18)</b>
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S = Satisfactory                      U = Unsatisfactory

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