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MBKM and Sustainability: Design for Creativity and Innovation Ecosystem Creation in a Global Business Context

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ABSTRACT

Merdeka Belajar – Merdeka Campus (MBKM) is an innovative program developed by the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) of the Republic of Indonesia to facilitate students in honing their skills according to their talents and interests outside of campus. The MBKM program generally provides undergraduate and applied undergraduate students with the right to study for three semesters outside the study program adopted according to the universities' vision, mission, targets and strategies. MBKM Management of Creativity and Innovation in Global Business (MKIBG) is an innovative MBKM program created by Parahyangan Catholic University based on collaboration with external parties, namely De Montfort University. This manuscript will explain the input, process and output design of the innovative MBKM program (UNPAR's typical MBKM) in utilizing the collaborative process in the field of higher education tridharma (teaching, research and community service) to create sustainable collaboration with external parties. Through the MBKM MKIBG program, it is hoped that lecturers and students can create an ecosystem of creativity and innovation in the context of global business actively and collaboratively, as well as prepare university students as global citizens. Apart from that, the design of the MBKM MKIBG process is also in line with the achievement of the main performance indicators of higher education, especially KPI-2: Students Gain Experience Outside Campus, KPI-6: Study Program in Collaboration with World Class Partners, and KPI-7: Class that Collaborative and Participative. It is hoped that the creation of innovative MBKM will attract students' interest in participating in the MBKM program.

Keywords: De Montfort University, global business, innovative, MBKM MKIBG, Parahyangan Catholic University, sustainability

INTRODUCTION

Social, cultural, the world of work, and rapid technological advances changes requires universities to prepare student competencies that are relevant to the future, the industrial world, and the world of work. Merdeka Belajar - Merdeka Campus (MBKM) is an innovative program developed by the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) of the Republic of Indonesia to facilitate students in honing their skills according to their talents and interests outside of campus since 2020 (Ministry of Education, Culture, Research and Technology - Republic of Indonesia, 2020). Through a learning culture that is innovative, not restrictive, and follows student needs, MBKM is expected to become a student-centered learning medium by developing student creativity, innovation, capacity, personality, and needs (Directorate General of Higher Education, Ministry of Education and Culture, 2024). MBKM also trains students' soft skills by developing independence in seeking and finding knowledge through the realities and dynamics of the field, such as ability requirements, real problems, social interaction, collaboration, self-management, performance demands, targets, and achievements.

In line with Minister of Education and Culture Regulation No. 3 of 2020, the MBKM program generally provides undergraduate and applied undergraduate students with the right to study for three semesters outside the study program. Students have the opportunity for 1 (one) semester or the equivalent of 20 (twenty) credits to study outside the study program at the same university; and a maximum of 2 (two) semesters or the equivalent of 40 (forty) credits studying the same study program at a different university, studying at a different study program at a different university; and/or learning outside of higher education (Directorate General of Higher Education, Ministry of Education and Culture of the Republic of Indonesia, 2020).



Figure 1. Forms of MBKM learning activities based on Minister of Education and Culture Regulation No. 3 of 2020

Source: Directorate General of Higher Education, Ministry of Education and Culture of the Republic of Indonesia (2020)

The MBKM program which consists of various programs, such as the Student Exchange Program, Internship Program, Independent Study Program, Teaching Campus Program, Thematic KKN Program, Humanitarian Project Program, Entrepreneurship Program, Research Program, and National Defense Program needs to be adjusted to suit the vision, mission, goals, and strategies of each university. SKS, which has been defined as Semester Credit Units measured by study hours, has now been transformed into activity hours which allows the calculation of SKS weights to be carried out in 3 forms, namely free form, structured form, and hybrid form.

Parahyangan Catholic University (UNPAR), one of the oldest private universities in Indonesia, founded in 1955, has also developed the MBKM program in line with government policy and adopted it under local wisdom and distinctive themes. The thematic MBKM programs that have been running at UNPAR include Building Villages/Thematic Real Work Lectures (KKN), MBKM Village Projects, National Defense MBKM, Ecology MBKM, Design Thinking MBKM, Anti-Corruption MBKM, and the Dengung Artsperiment MBKM. It is hoped that this thematic MBKM will not only be a means of implementing MBKM policies but also the contribution of universities in creating a unique MBKM by UNPAR's vision, mission, targets, and strategies.

Several experiences in thematic MBKM management that the author has carried out include community service-based MBKM Village Projects, where students who are members of MBKM assist partners regarding the main MBKM topics that have been determined based on mapping partner needs, including Kampong Radjoet (Hermawan, Kornarius, Tobing, & Zhukhruffa, 2023), Kelurahan Binong - Binong Urban Village (Hermawan, 2023), dan Kampung Cibunut Berwarna - Colored Cibunut Village (Hermawan, Subari, & Tua, 2023). Each MBKM has a unique theme according to the needs of partners and the intensity of students in the field is expected to provide support for partners, as well as being a good field learning tool for students.

MBKM Management of Creativity and Innovation in Global Business (MKIBG) is an innovative MBKM program created by Parahyangan Catholic University based on collaboration with external parties, namely De Montfort University (DMU). This innovative MBKM was developed based on a partnership created by the Researcher Mobility Program held by the International Network of Universities (INU). The research collaboration developed between UNPAR and DMU lecturers was then adopted in an interactive learning format in the Seed Money Fund project entitled "Business in Global Citizenship: Creating Innovative and Responsive Collaboration for Lifelong Learning" known by the acronym BIG CIRCLE (International Network of Universities, 2023).

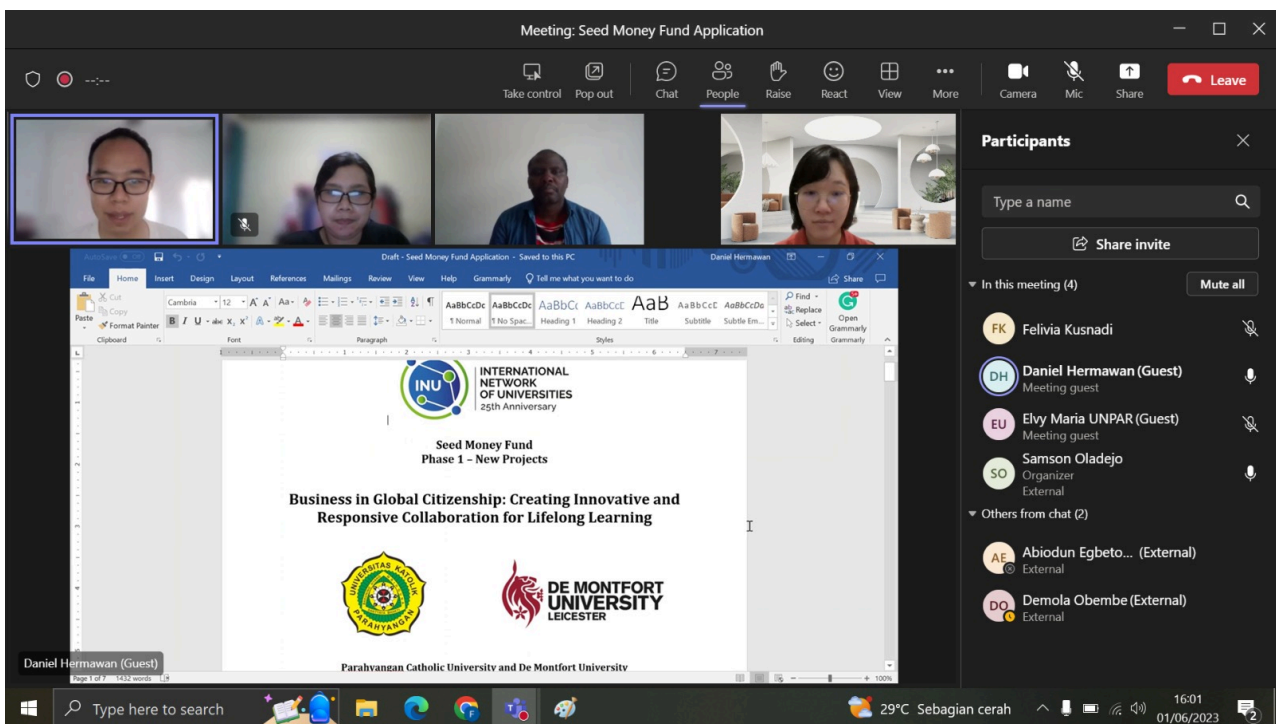


Figure 2. Seed Money Fund Project Discussion
Source: Author Documentation

This manuscript will explain the input, process, and output design of the innovative MBKM program (UNPAR's typical MBKM) in utilizing the collaborative process in the field of higher education tridharma (teaching, research, and community service) to create sustainable collaboration with external parties. Through the MBKM MKIBG program, it is hoped that lecturers and students can actively create an ecosystem of creativity and innovation in the context of global business actively and collaboratively, as well as prepare university students as global citizens.

METHOD

MBKM MKIBG was designed with the topic of creativity and innovation management in global business considering managing creativity and innovation while adopting new technologies is not always easy, but this process is necessary for every organization to survive (Universitas

Katolik Parahyangan, 2024). In this era of digitalization, the increasingly rapid pace of change in technology and information is a constant factor. The business and industrial world need to always embrace these changes and adapt to them if they don't want to be left behind and collapse (Cooper, 2011). For this reason, higher education needs to incorporate the dynamic change of industry in students' learning and equip them with the skills and knowledge they need when they graduate and are ready to work (Manurung, Purwadi, & Sugiharto, 2022).

Several learning outcomes have been prepared to accommodate the MBKM MKIBG process, including (1) recognizing creativity and innovation as fundamental elements of entrepreneurship within an organization, and recognizing the vital role that a company plays in overseeing the innovation process to ensure its continued success within the industry ; (2) developing the implementation of technology and innovation by drawing insights from case studies conducted in Indonesia during the past 5 years; (3) capable of experimenting with the development of plans for incorporating technology and innovation into a particular company, manifested through the creation of a business model canvas or a three-dimensional prototype; and (4) showcasing the outcomes of technology and innovation designs along with input from prospective users, with evaluation and declaration of the successful participants.

The MBKM MKIBG program is implemented in 3 stages, namely input, process, and output. The input process is carried out by conducting an opening and pre-test to collect baseline information on students' knowledge of the business culture in different contexts. The input stage is the basis for designing the MBKM MKIBG process which is more student-centered. The process stage is carried out in 5 main activities, namely workshops, webinars, independent learning, experimentation, and student competitions which are adjusted to the semester learning plan prepared with the UNPAR and DMU lecturer team. The output stage is carried out with a post-test to understand how much cultural awareness the students have gained by participating in the module and closing the program.

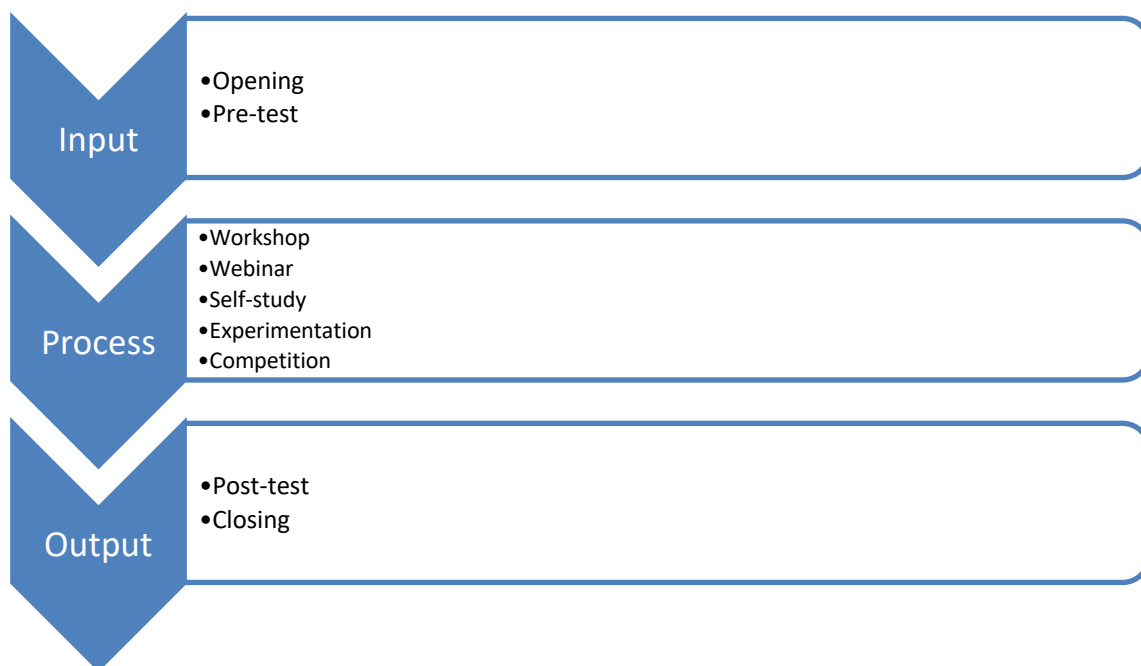


Figure 3. MBKM MKIBG program
Source: Author's Process

This method is expected to be able to (1) increase student exposure to diverse cultural groups in the business field; (2) strengthen students' global citizenship through exposure to business practices in different contexts; (3) build a collaborative teaching module; (4) enhancing international experience between networks to communicate and collaborate in teaching and research and build up long-term sustainable cooperation.

RESULTS AND DISCUSSION

The results and discussions related to the MBKM MKIBG program design can be divided into 3 main themes, namely student interest and enthusiasm, collaboration and cooperation with De Montfort University, and the creation of interactive and collaborative classes.

1. Student interest and enthusiasm

The MBKM MKIBG program is promoted through digital media channels and student portals to attract student interest. Promotional materials are packaged in various forms to provide a concise overview of the learning process that will be obtained during 1 semester. The promotion process is carried out by the UNPAR Academic Directorate for approximately 1 month from mid-December 2023 to mid-January 2024 to provide sufficient time for students to consider their options in taking MBKM MKIBG.

The figure shows two promotional posters for the MBKM MKIBG program. Both posters feature logos for INU (International Network of Universities), Universitas Katolik Parahyangan, and De Montfort University Leicester. The left poster is for 'MANAJEMEN KREATIVITAS DAN INOVASI DI BISNIS GLOBAL (MKIBG)' with a schedule from 22 January to 26 April 2024. It includes a quote: "MBKM MKIBG mempersiapkan mahasiswa untuk berinovasi dan berkreasi dalam menemukan solusi permasalahan bisnis global". The right poster is for 'MANAJEMEN KREATIVITAS DAN INOVASI DI BISNIS GLOBAL (MKIBG)' with a schedule from January to May 2024. It lists the main program components: Workshop, Webinar, Case-study & self-study, Eksperimentasi & mentoring, and Kompetisi Business Model Canvas. Both posters mention a limited quota and a registration deadline of 14 January 2024, with a QR code and a registration link (bit.ly/MKIBG).

Figure 4. MBKM MKIBG Promotional Material
Source: Author Documentation

The MBKM MKIBG program which was run for the Even Semester 2023/2024 succeeded in attracting 14 students from various study programs at UNPAR from various generations, including 7 students from the Vocational and Professional Program, 3 students from the Management Study Program, 2 students from the International Relations Study Program, 1 student from the Business Administration Study Program, and 1 student from the Mathematics Study Program. Participants were dominated by 8 students from the class of 2021, 3 students from the class of 2020, and 3 students from the class of 2022.

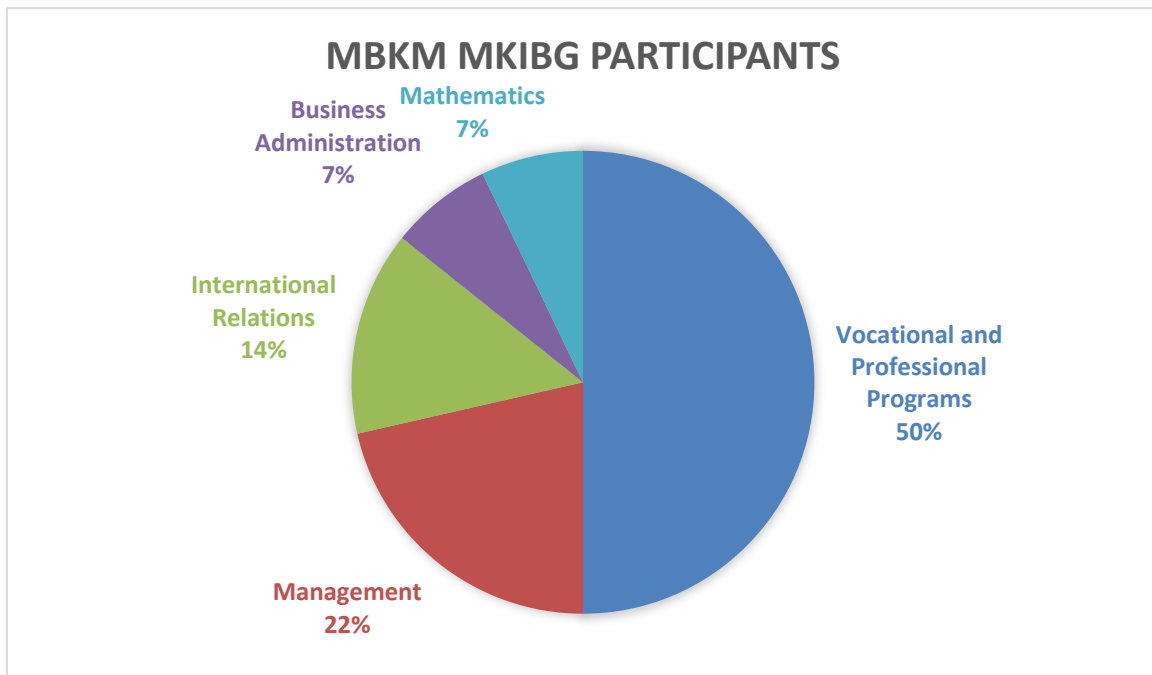


Figure 5. MBKM MKIBG participants
Source: Author's Process

Some testimonials as to why students are interested in joining MBKM MKIBG can be quoted from the following statements: "By joining this program, I hope that the MBKM MKIBG program can help me understand the world of global business and also how global business can have an impact on a country's economy. Then I also hope that this program will also be an interesting MBKM experience that will leave a positive impression on the participants." (participant 6). Students want insight and insights obtained from a global perspective so that they can be applied in the local context in Indonesia.

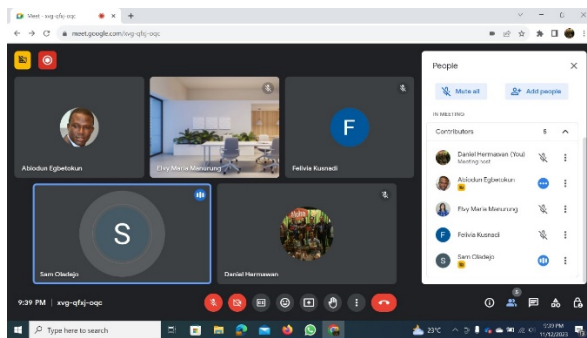
Apart from that, the interest in participating because of the experiences and opportunities created is also reflected in the participant testimonials which are described in the following statement: "MBKM MKIBG is my first international program that I joined, so I hope this program can give me a new experience. This program is also related to my major, I hope with this program I can realize my knowledge, especially in Business Model Canvas, and also can get new and more advanced learning. I hope this program also leads me to more exciting opportunities and helps me to develop more." (Participant 13)

Interest in adding new portfolios and networks was also expressed by several participants with the following testimonials: "I hope I can get more insight and experience about global business and help to generate new ideas that are relevant to the topic. I think that the MBKM MKIBG program is a good opportunity to enrich my portfolio." (Participant 12) and "What I hope to gain from the MKIBG program is the development of both my hard and soft skills in global business. I aim to enhance my expertise, gain practical experience, and expand my professional network." (Participant 11). In general, it is hoped that MBKM MKIBG, which has an international nuance, will provide student participants with an applicable global perspective, increase their insight, and network, and later provide added value when applied in a business context in Indonesia.

2. Collaboration and cooperation with De Montfort University

The MBKM MKIBG program was designed through thorough discussions between UNPAR and DMU lecturers to produce material formulas that are systematic and in line with future needs. Alignment of the modules that will be used in the MBKM MKIBG process was carried out considering the different levels of students who will take MBKM MKIBG, where DMU lecturers teach master's students, while MBKM MKIBG participants at UNPAR are at the undergraduate

level. The collaborative module that was successfully built with DMU consists of 4 main discussion sections, namely Introduction to Global Business, Managing Creativity and Innovation, Technology and Innovation Management, and Business Model Canvas.



Module Title	Innovation and Technology Management
Module Credit Value:	20 (MBKM)
Module Credit Level	Undergraduate (Bachelor)

Module Description:
 Managing technology and creating innovation is not always easy, but this process is very necessary for every organization to survive and continue. In the current era of digitalization, the increasingly rapid rate of change in technology and information is constant factor that is always there. The business world and the industrial world need to always embrace this change and adapt to it, if you don't want to be left far behind and collapse. For this reason, higher education needs to include the dynamics of change at the business and industrial world in learning for its students, and equip them with the knowledge needed when they graduate and work.

Figure 6. Collaborative Process for Preparing the MBKM MKIBG Curriculum
 Source: Author Documentation

Apart from that, formal cooperation at the university level is also carried out to ensure the legality of activities between institutions that can be properly recorded and reported as a collaborative effort between UNPAR and DMU. This was done by initiating a Memorandum of Understanding (MoU) between UNPAR and DMU which became the legal umbrella for the MBKM MKIBG program. After the MoU signing process is complete, other more technical and operational follow-up cooperation will be carried out in the form of a MoA (Memorandum of Agreement).

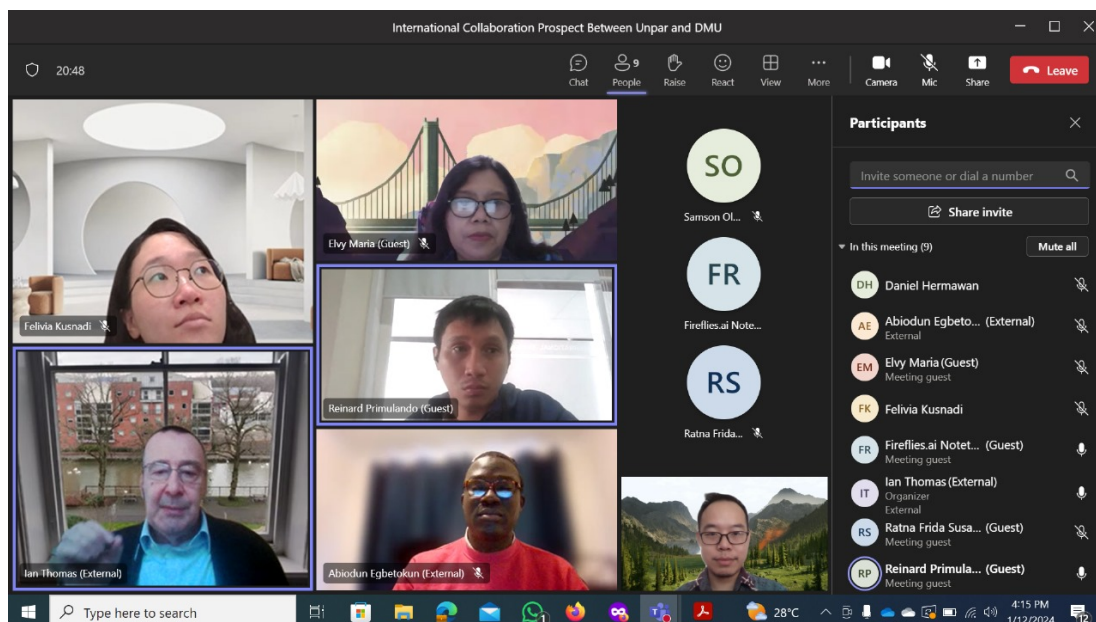


Figure 7. Collaboration Exploration Process between UNPAR and DMU
 Source: Author Documentation

3. Creating interactive and collaborative classes

The attraction of the MBKM MKIBG program is the online collaboration carried out by UNPAR and DMU in the teaching process across countries and continents which allows for the exchange of perspectives, cultures, mindsets, and insights related to global business. This is done with online learning which is designed to be interactive and collaborative. It is hoped that the creation of fun online learning can be a means of enriching the learning experience in the MBKM MKIBG process (Hermawan, 2021).

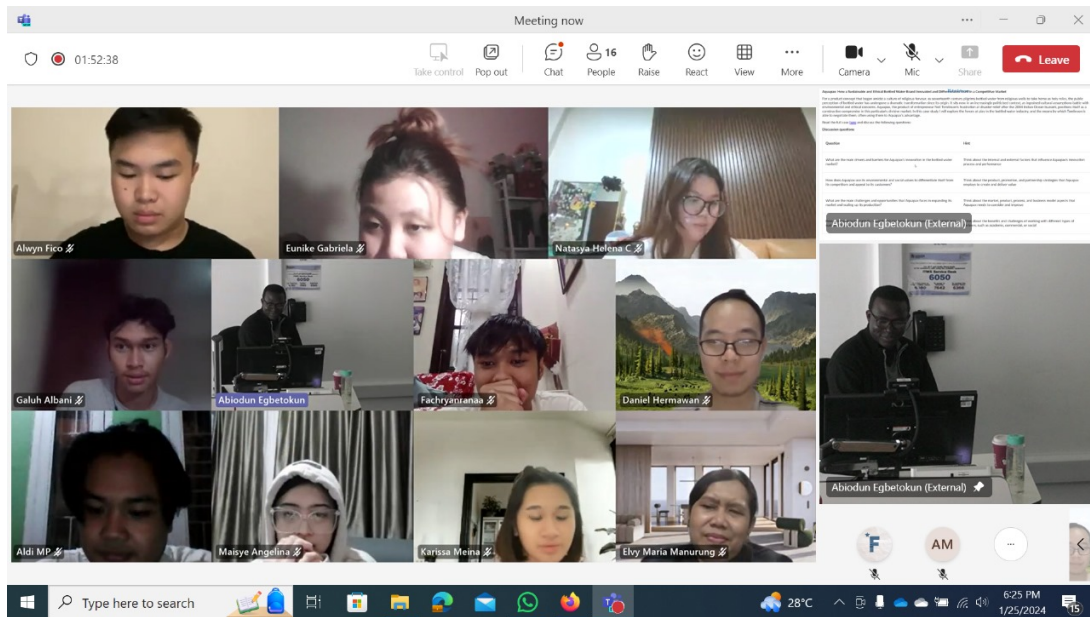


Figure 8. UNPAR and DMU Collaborative Class
Source: Author Documentation

Activities in class are more structured to explore discussion space between students with simple questions so that they are more interactive and communicative. For example, students are given some main keywords that then need to be answered, either through a search engine or with the help of artificial intelligence (AI), such as ChatGPT. Then students who succeed in finding the answer can present it in front of the class with an audience from UNPAR and DMU. It is hoped that the learning attraction created will provide a complete understanding for MBKM MKIBG participants (Kusnadi, Yong, Kristiani, Sugiarto, & Owen, 2022).

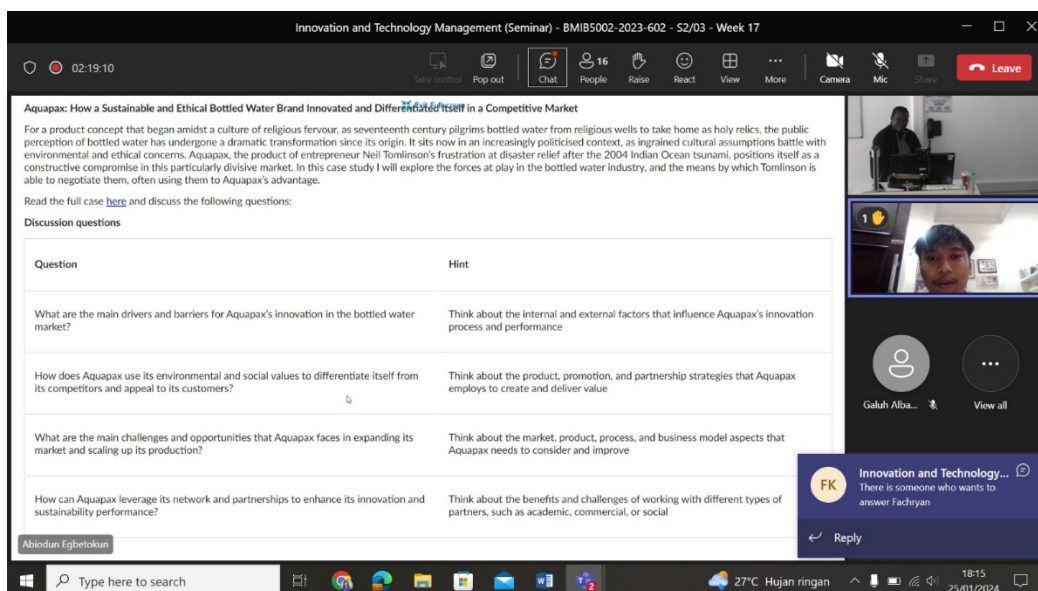


Figure 9. Collaborative and Participatory Classes in MBKM MKIBG
Source: Author Documentation

The challenges that arise in creating classes across countries and continents are related to adjusting activity times, as well as the readiness of different technological infrastructures. Considering the 7-hour time difference between Indonesia and the United Kingdom, the learning process needs to be adjusted in time to accommodate both parties. Apart from that, the readiness of

available infrastructure and technology, such as internet networks and gadgets, is also something that needs to be anticipated, so that the learning process can continue to be carried out effectively and well.

Table 1. MBKM MKIBG Program and Higher Education KPI Achievement

KPI	Explanation	Implementation
KPI-2	Students Get Experience Outside Campus	Participation of 14 students in the MBKM MKIBG program
KPI-6	Study Program Collaborates with World-Class Partners	Collaboration in the field of tridharma of higher education at the university level between UNPAR and DMU
KPI-7	Collaborative and Participatory Classes	Communication across countries and continents, as well as joint learning activities as a means of exchanging insights

Source: Author's Process

The design of the MBKM MKIBG process has supported the achievement of key performance indicators for higher education, especially KPI-2: Students Gain Experience Off Campus, KPI-6: Study Program in Collaboration with World Class Partners, and KPI-7: Collaborative and Participatory Classes through participation 14 students in the MBKM MKIBG program, cooperation in the field of higher education tridharma at university level between UNPAR and DMU, and communication across countries and continents, as well as joint learning activities as a means of exchanging insights.

CONCLUSION

MBKM Management of Creativity and Innovation in Global Business (MKIBG) is an innovative MBKM program created by Parahyangan Catholic University based on collaboration with external parties, namely De Montfort University. The input, process, and output design of the MBKM MKIBG program in utilizing the collaborative process in the field of higher education tridharma (teaching, research, and community service) to create sustainable collaboration can be described in 3 themes, namely student interest and enthusiasm, collaboration and collaboration with De Montfort University, and the creation of interactive and collaborative classes. The design of the MBKM MKIBG is in line with the achievement of the main performance indicators of higher education, especially KPI-2: Students Gain Experience Outside Campus, KPI-6: Study Program in Collaboration with World Class Partners, and KPI-7: Collaborative and Participatory Class. Through experience in designing MBKM MKIBG, it is hoped that it can attract students' interest in taking part in the MBKM program, especially thematic MBKM.

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