

Bandung, 19 Mei 2020

Nomor : 349/DIR/PPI/V/20
Lampiran : 15 (lima belas) lembar
Perihal : Permohonan rekrutmen dosen tetap D4 E-Commerce Logistics

Kepada Yth.
Pengurus Yayasan Pendidikan Bhakti Pos Indonesia
Di Bandung

Dengan hormat,

Sehubungan dengan Surat Pengurus Yayasan No. 161/YPBPI/0320 tanggal 10 Maret 2020, dimana pada butir 3.a. tentang izin rekrutmen dosen tetap, maka secara bertahap kami mengajukan calon dosen tetap sebanyak 1 (satu) orang dengan identitas sebagai berikut :

No	Nama	Pendidikan	Pengalaman
1	Dr. Ir. Hariadi Ismail, M.Sc.	<ul style="list-style-type: none">• S1 – Teknik Kimia, Unsyiah Banda Aceh.• S2 – Management of Technology, Graduate School of Business – National University of Singapore.• S3 – Administrasi Pendidikan, Universitas Pendidikan Indonesia	<ul style="list-style-type: none">• Mengajar mk. E-Business di jur. Teknik Indutrsi UNPAS.• Mengajar mk. Innovation & Entrepreneurship, Strategic management & Business Ecosystem di Program MMB Telkom University.• Mengajar mk. Manajemen Operasi & Entrepreneurship di prodi Logistik Bisnis Poltekpos.• Asisten Direktur Komersil – Bidang E-Business PTDI.• Berbagai pengalaman kerja dan pelatihan tertera di CV.

Besar harapan kami, agar calon dosen yang kami ajukan dapat diproses lebih lanjut, sehingga dapat membantu rekrutmen mahasiswa baru dan setup di prodi D4 E-Commerce Logistics.

Demikian permohonan ini disampaikan, atas perhatian Pengurus Yayasan kami ucapkan terima kasih.

Politeknik Pos Indonesia
Direktur,

Dr. Ir. Agus Purnomo, MT.
Nik. 118.64.237

Tembusan :

1. Arsip.

Bandung, 18 Mei 2020

Kepada Yth.
Bapak Dr. Ir. Agus Purnomo, MT
Direktur Politeknik Pos Indonesia
di Bandung

Perihal: Permohonan Jadi Dosen Tetap D4 E-Commerce Logistics

Assalamualaikum Wr.Wb.

Dengan hormat saya sampaikan bahwa saya tertarik untuk bergabung dengan Politeknik Pos Indonesia yang Bapak pimpin sebagai Dosen Tetap D4 E-Commerce Logistics.

Sehubungan dengan perihal tersebut di atas, berikut ini saya informasikan bahwa pendidikan formal saya adalah Sarjana (S1) Teknik Kimia, Unsyiah Banda Aceh, yang Kurikulumnya berisi Mata Kuliah Studi Kelayakan (Feasibility Study) Semester 6 dan Administrasi Bisnis (Business Administration) Semester 7. S2 (M.Sc. in Management of Technology) Graduate School of Business – National University of Singapore, mengambil Mata Kuliah Pilihan bidang Manajemen Bisnis (Business Management) tentang Internet Marketing dan Electronic Commerce. S3 (Doktor Administrasi Pendidikan) UPI, Kurikulumnya berisi Mata Kuliah Aplikasi Teknologi Informasi dalam Manajemen Pendidikan. Pengalaman Kerja di Dunia Pendidikan adalah Mengajar Mata Kuliah E-Business di Jurusan Teknik Industri Fakultas Teknik UNPAS Bandung dan Innovation and Entrepreneurship, Strategic Management & Business Ecosystem di Program Magister Manajemen dan S1 Prodi Manajemen Bisnis Telekomunikasi Informatika Telkom University. Mengajar di Prodi Logistik Bisnis Politeknik Pos Indonesia pada tahun 2002-2006 dan pada 2019 hingga sekarang mulai kembali mengajar di Prodi Logistik Bisnis Politeknik Pos Indonesia. Pengalaman Kerja di Dunia Industri pernah menjabat posisi Asisten Direktur Komersial bidang E-Business. Informasi lengkap, terlampir kami sampaikan dokumennya sebagai bahan pertimbangan Bapak.

Demikian saya sampaikan. Atas perhatian dan perkenan Bapak mengabulkan permohonan ini, saya ucapkan terima kasih banyak.

Hormat saya,



Dr. Ir. Hariadi Ismail, M.Sc.

PROVINSI JAWA BARAT
KABUPATEN BANDUNG BARAT

NIK : 3217063112640002

Nama : Dr. Ir. HARIADI ISMAIL,
M. Sc.
Tempat/Tgl Lahir : KUALASIMPANG, 31-12-1964
Jenis kelamin : LAKI-LAKI Gol. Darah : O
Alamat : PURI CIPAGERAN INDAH
H-4 NO. 61
RT/RW : 002/017
Kel/Desa : TANIMULYA
Kecamatan : NGAMPRAH
Agama : ISLAM
Status Perkawinan : KAWIN
Pekerjaan : DOSEN
Kewarganegaraan : WNI
Berlaku Hingga : SEUMUR HIDUP



BANDUNG BARAT
05-12-2017

Hariadi

CURRICULUM VITAE

Nama : Hariadi Ismail
TTL : Kualasimpang-Aceh, 31 Desember 1964
NIK : 930012
Alamat : Puri Cipageran Indah 1 H4/61 Cimahi
HP: 0818 0213 1779; 0813 2126 4631
e-Mail: hradi@indonesian-aerospace.com



I. PENDIDIKAN

1. **S1 Insinyur (Ir.) Teknik Kimia**, Fakultas Teknik–Universitas Syiah Kuala (UNSYIAH) Darussalam Banda Aceh-ITS Surabaya. Penelitian: “Absoprsi Gas Malodor dengan Kompos.” Tugas Akhir: “Pra-Rencana Pabrik Ethilen Dikhlorid.” Beasiswa PT. LNG Arun.
2. **S2: Master of Science (M.Sc.) in Management of Technology**, Graduate School of Business, National University of Singapore (NUS) sponsored by The Japanese Government – Asian Development Bank (ADB) Scholarship Program. Selected Papers: “ADAB Sun Tzu Model: A Strategic Guide to Capture a Value from Technological Innovation.” “Greater China as a New Economic Force in Asia-Pacific Region.”
3. **S3: Doktor (Dr.) Administrasi Pendidikan** Universitas Pendidikan Indonesia (UPI) Bandung-Institute of Education, London University atas Biaya Sendiri. Disertasi: ”Pemimpin sebagai Guru: Strategi B.J. Habibie dalam Menumbuhkembangkan Pembelajaran Berkesinambungan di PT. Dirgantara Indonesia pada tahun 1976 hingga 1996.”

II. PENGALAMAN KERJA DI INDUSTRI

1. **ITS Surabaya-PT. VIDCODATA Surabaya (1989 – 1990)**, “Assistant Environmental Researcher” dengan tugas membantu Pembimbing Penelitian melakukan Analisis Dampak Lingkungan untuk industri di wilayah Surabaya dan Gersik.
2. **Pusat Studi Lingkungan Hidup Unsyiah Banda Aceh (1991 – 1992)**, “Environmental Researcher” dengan tugas melakukan Analisis Dampak Lingkungan untuk industri yang beroperasi di Aceh, seperti di Kabupaten Aceh Utara: PT. LNG Arun, PT. Mobil Oil, PT. Pupuk Iskandar Muda (PIM), PT. ASAN Aceh Fertilizer (AAF), PT. Kertas Kraft Aceh (KKA), Kabupaten Aceh Besar: PT. Semen Andalas, dan Kabupaten Aceh mur: PT. Mopoli Raya..
3. **PT. DIRGANTARA INDONESIA (1993 – Sekarang)**, Bekerja di berbagai area pekerjaan, mulai dari Direktorat Umum, Komersiil, Operasi dan Produksi, hingga Aircraft Services untuk menangani pekerjaan Keselamatan, Kesehatan Kerja, dan Lingkungan Hidup (K3LH); Marketing, Business Development, dan Business Cooperation, termasuk menjadi anggota Tim Reorganisasi dan Restrukturisasi Perusahaan yang bekerjasama dengan Boston and Hamilton Consultant (USA) and

AT. Kearney (USA) dengan posisi sebagai Staf Kepala Subdit K3LH bidang Lingkungan Hidup, Staf Khusus Direktur Komersial bidang Business and Environment, Anggota Tim Pembangunan Budaya Perusahaan, Ketua Job Type Komersial, Koordinator Program Kerjasama Bisnis PTDI dengan PT. Garuda Maintenance Facility (GMF) AeroAsia, Kepala Program Kerjasama Bisnis PTDI dengan Rockwell Collins (USA), Dealership Program Manager, Asisten Direktur Komersial bidang e-Commerce, dan Asisten Direktur Operasi dan Niaga bidang Kerjasama Bisnis. Mewakili Direksi PTDI menjadi anggota Deligasi RI dalam Perundingan Kerjasama Internasional bidang Pertahanan, Ekonomi, Perdagangan, Pendidikan, dan Alih Teknologi dengan Negara Eropa Timur dan Tengah, seperti Rusia, Rumania, Polandia, Cekoslowakia, dan Bulgaria. Saat ini sebagai Staf Ahli GM Aircraft Services.

III. PENGALAMAN KERJA DI PENDIDIKAN

1. **2001 – 2002**, Instruktur “Strategic Management, Marketing, Management of Technology, Leadership and Human Resource Development, and Business Development” bagi Senior Staff, Supervisor, dan Manager PTDI.
2. **2002 – 2006**, Dosen Luar Biasa Mata Kuliah Manajemen Operasi/Produksi dan Entrepreneurship Jurusan D3 Logistik Bisnis Politeknik Pos Indonesia, Bandung.
3. **2002 – 2008**, Dosen Luar Biasa Mata Kuliah e-Business, Entrepreneurship, dan Psikologi Industri di Fakultas Teknik, UNPAS, Bandung..
4. **2002 – Sekarang**, Dosen Luar Biasa Module Corporate Strategy and Business Development (CSBD) Program Magister Manajemen (MM) Telkom University, Bandung.
5. Selain Mengajar di Perguruan Tinggi, juga aktif memberikan Seminar dan Pelatihan tentang “Learning Organization, Leadership, and Human Resource Development” untuk “Executive Development Program” di Perusahaan dan Lembaga Pemerintahan, seperti di Badan Pengelola Minyak dan Gas (BP Migas) Jakarta, PT. Perkebunan VIII Bandung, SESKO AU Lembang, PT. Ilthabi Rekatama Jakarta.

IV. PENGALAMAN KERJA DI MASYARAKAT

Ketua RT di Komplek Perumahan Puri Cipageran Indah Kabupaten Bandung Barat (1998-1999), Ketua Tennis Lapangan PTDI (2010-2014), Sekretaris Tennis Lapangan PELTI Kabupaten Bandung Barat (2010-2012), Ketua Yayasan Nuurul Faalah Puri Cipageran Indah, Cimahi-Kabupaten Bandung Barat (2016-sekarang), dan Penceramah.

V. Kewirausahaan

Mendirikan CV. Galangtaja Mitra Persada pada tahun 1996. Perusahaan ini bergerak pada bidang Supplier, Perdagangan Umum, dan Konsultan Manajemen.

VI. Pemerintahan

2018-Sekarang, Anggota Tim Task Force Gubernur Aceh untuk Pendirian Industri Penerbangan dan Antariksa Aceh dan Anggota Tim Task Force Bupati Aceh Besar untuk Revitalisasi Pabrik Kulit Ladong-Kabupaten Aceh Besar.

DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN
UNIVERSITAS SYIAH KUALA

MEMBERIKAN KEPADA

Hariadi

NOMOR REGISTRASI

84410927

LAHIR DI

Kualasimpang

PADA TANGGAL *31 Desember 1964*

FAKULTAS

Teknik

BIDANG ILMU

Teknik Kimia

I J A Z A H

S A R J A N A

PROGRAM STUDI

Teknik Kimia



SETELAH MEMENUHI SEMUA PERSYARATAN YANG DITENTUKAN UNTUK MEMPEROLEH IJAZAH TERSEBUT, KEPADANYA DIBERIKAN
SEGALA WEWENANG DAN HAK YANG BERHUBUNGAN DENGAN IJAZAH YANG DIMILIKINYA.

DEKAN FAKULTAS,

(Dr. Bukhari RA, MEng)



BANDA ACEH, *31 Desember 1990*

REKTOR,

(Prof. Dr. Abdulla Ali, M.Sc)



TRANSCRIPTS

NAME : Hariadi
STUDENT NUMBER : 84410927
DEPARTEMENT : CHEMICAL ENGINEERING S-1

C.O.D.E	COURSE	CREDIT	GRADE	SEMESTER
KDU 111	Pancasila	2	A	1st odd Smt
KDU 113	The History of Struglations National Education	2	A	
IPA 101	General Chemistry	3	B	
IPA 107	Physics I	4	B	
KIM 111	Mathematics I	4	B	
KIM 113	Engineering Mechanics	2	B	
KIM 103	English	2	C	
KIM 101	Indonesian	2	B	
KDU 122	Religion	2	A	1st even Smt
KDU 124	Basic Culture Science	2	B	
KIM 110	Physics II	4	B	
KIM 112	Mathematics II	4	C	
KIM 114	Technology Concepts	2	B	
KIM 122	Material Construction of Chemical Eng.	2	B	
KIM 124	Analytical Chemistry I	4	B	
KIM 170	Electronics	2	B	
KIM 211	Mathematics III	3	C	2nd odd Smt
KIM 221	Analytical Chemistry II	4	B	
KIM 223	Organic Chemistry I	4	B	
KIM 239	Chemical Eng. Thermodynamics I	3	A	
KIM 271	Technical Drawing	2	B	
KIM 273	Machinery Drivers Engineering	2	B	
KIM 275	Electric Power Engineering	2	A	
KDU 212	Mathematics for Chemical Engineering	3	B	2nd even Smt
KDU 220	Process Equipment Design I	2	B	
KIM 222	Physical Chemistry I	4	B	
KIM 224	Organic Chemistry II	4	B	
KIM 240	Engineering Microbiology	2	C	
KIM 260	Chemical Eng. Thermodynamics II	2	C	
KDU 331	Knowledge of National Strategy	2	A	3rd odd Smt
KIM 341	Kinetics and Catalysis	3	B	
KIM 343	Chemical Process Industries I	2	B	
KIM 323	Physical Chemistry II	4	A	
KIM 321	Transport Phenomena	3	B	
KIM 343	Unit Operation of Chemical Eng.I	3	C	





NAME
STUDENT NUMBER

: Hariadi
: 84410927

CODE	COURSE	CREDIT	GRADE	SEMESTER
KDU 344	Basic Culture Sosiology	2	B	3rd even Smt
KIM 310	Principle Chemical Engineering	3	A	
KIM 342	Unit Operation of Chemical Eng.II	3	B	
KIM 344	Process Control	3	B	
KIM 346	Chemical Process Industries II	3	C	
KIM 384	Unit Operation Laboratory of Chemical Engineering I	2	C	
KIM 370	Feasibility Study	1	C	
KIM 380	Statistics	2	B	
KIM 441	Unit Operation Laboratory of Chemical Engineering III	3	C	4th odd Smt
KIM 443	Process Equipment Design II	2	A	
KIM 445	Chemical Engineering Planning	3	C	
KIM 447	Chemical Process Industries III	3	C	
KIM 449	Chemical Reactor	3	C	
KIM 459	Heat Transfer Process	2	B	
KIM 471	Business Administration	2	B	
KIM 453	Food Technology	2	B	
KIM 457	Fertilizer of Technology	2	A	
KIM 440	Chemical Plant Design	3	B	4th even Smt
KIM 442	Unit Operation of Chemical Eng.V	2	C	
KIM 472	Water Treatment Technology	2	B	
KIM 467	Industrial Waste Engineering	2	C	
KIM 470	Programming Computer	2	B	
KIM 474	Engineering Economics	1	C	
KIM 480	Industrial Water Engineering	2	C	
KIM 591	Field Work Training	4	A	
KIM 494	Job Training	2	B	
KIM 496	Research Study	3	C	
KIM 498	Thesis	3	C	

Credits : 163

Grade Point Average (GPA) : 2.90

Date of yudisium : Desember 31, 1990

Rank in Class :

Note:

IP : Grede Point Average

SKS : Unit of Credit system

Grade: A = Excellent

B = Very good

C = Good

D = Poor



Darussalam, September 13, 1996
Dean for Akademik Affair,

Ir. Dirwan, SU
Employee ID. NO. 130 672 190

THE NATIONAL UNIVERSITY OF SINGAPORE



DEGREE OF MASTER OF SCIENCE (MANAGEMENT OF TECHNOLOGY)

It is hereby certified that

Hariadi Ismail

having satisfied the requirements prescribed by Statute, was admitted to the Degree of Master of Science (Management of Technology) on 14 February 2001



C.F. Shih
Vice-Chancellor

Abdul Kader
Acting Registrar



Founded 1905

THE NATIONAL UNIVERSITY of SINGAPORE

TRANSCRIPT of ACADEMIC RECORDS

Name: Hariadi Ismail (Mr) Date of Birth: 31.12.1964
Date of Admission: 19.07.1999 Date of Graduation: 14.02.2001
Degree Conferred: Master Of Science (Management Of Technology)
Faculty: Business Administration

Session	Courses of Study	Grade	Credits
Semester 1 1999/2000	Managerial Economics	F	-
	Management Of Technology	C+	4
	Accounting	F	-
	Operations Management	C	4
	Marketing Management	C+	4
Semester 2 1999/2000	Managerial Economics	D	4
	Accounting	B-	4
	People & Organisation	C+	4
	Technopreneurship	A-	4
Semester 3 1999/2000	Selected Topics In Business Management (Financial Management)	C+	4
	Selected Topics In Business Management (Appln of Chinese Classics to Modern Business Practices)	B	4
	Selected Topics In Business Management (Internet Marketing)	B	4
Semester 1 2000/2001	Selected Topics In Business Management (Asia Pacific Business)	A-	4
	Electronic Commerce	B-	4
Semester 2 2000/2001	Selected Topics In Business Management (Leadership Skills)	Withdrawn	-
			48

GRADES:

Pre 1999/2000

A+, A - Excellent
B+, B - Very Good
C+, C - Good
D+, D - Pass
F - Fail

1999/2000 onwards

A+, A, A- - Excellent
B+, B, B- - Very Good
C+ - Good
C - Satisfactory
D+, D - Probationary Grade
F - Fail

Date: 25.09.2001



for Dean
Graduate Division
Faculty of Business Administration



Nomor Seri Ijazah : 08092084

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UNIVERSITAS PENDIDIKAN INDONESIA

Atas dasar kewenangan yang dimiliki menurut peraturan perundangan yang berlaku, serta telah terpenuhinya seluruh persyaratan yang ditetapkan, Universitas Pendidikan Indonesia yang didirikan berdasarkan Peraturan Menteri Pendidikan, Pengajaran, dan Kebudayaan Republik Indonesia nomor 3872/Kab., tanggal 1 September 1954, dengan ini memberikan gelar

DOKTOR (Dr.)

Program Studi *Administrasi Pendidikan*

beserta seluruh hak, kewajiban, dan kewenangan yang melekat pada gelar tersebut kepada

Hariadi Ismail

NIM : 0907566

lahir di Kualasimpang, 31 Desember 1964

pada tanggal tiga puluh satu bulan Agustus tahun dua ribu enam belas

Direktur Sekolah Pascasarjana,

Prof. H. Yaya S. Kusumah, M.Sc., Ph.D.



Diberikan di Bandung, 14 Desember 2016

Rektor,

Prof. Furqon, M.A., Ph.D.



UNIVERSITAS PENDIDIKAN INDONESIA

Nomor Transkrip Akademik : 00013250

(Peraturan Menteri Pendidikan, Pengajaran, dan Kebudayaan Republik Indonesia nomor 3872/Kab., tanggal 1 September 1954)

NAMA : HARIADI ISMAIL
NIM : 0907566
TEMPAT/TGL LAHIR : KUALASIMPANG, 31 DESEMBER 1964
TGL KELULUSAN : 31 AGUSTUS 2016

TRANSKRIP AKADEMIK

PROGRAM STUDI : ADMINISTRASI PENDIDIKAN

PROGRAM PENDIDIKAN : DOKTOR (S3)

NO	KODE	MATA KULIAH	SKS	NILAI
1	AP701	Dasar-dasar Administrasi Pendidikan	3	A
2	AP702	Kebijakan Pendidikan (Teori dan Proses)	3	A-
3	AP703	Perencanaan Pendidikan	3	A
4	AP704	Pembiayaan Pendidikan	3	A
5	AP707	Aplikasi Teknologi Informasi dalam Manajemen Pendidikan	2	A
6	AP801	Filsafat Administrasi Pendidikan	2	A-
7	AP802	Perkembangan Mutakhir dan Isu-isu Global dalam Administrasi Pendidikan	2	A
8	AP803	Metodologi Penelitian Administrasi Pendidikan Lanjut	3	A
9	AP805	Analisis Penelitian Kualitatif Lanjut	2	A
10	AP901	Analisis Kebijakan Pendidikan	2	A
11	AP902	Teori dan Proses Pengambilan Keputusan	2	B+
12	AP903	Kepemimpinan dan Politik Pendidikan	2	A
13	AP904	Manajemen Strategik dan Manajemen Mutu Terpadu	2	A
14	AP905	Ekonomi Pendidikan	3	A-
15	AP906	Penjaminan Mutu Pendidikan	2	A
16	AP907	Seminar Kajian Kebijakan Publik di Bidang Pendidikan	3	A
17	AP921	Analisis Kebijakan Pengembangan Pendidikan Tinggi	2	A
18	AP922	Pengembangan Pendidikan Guru	2	A-
19	AP923	Kajian Mandiri Kebijakan Pengembangan Pendidikan Tinggi	2	A
20	PS802	Statistika Terapan Lanjut	2	A
21	PU905	Pedagogi	2	A

PEROLEHAN sks : 64 sks

IPK / YUDISIUM : 3,87 / SANGAT MEMUASKAN

JUDUL DISERTASI : Pemimpin sebagai Guru: Strategi B.J. Habibie dalam Menumbuhkembangkan Pembelajaran Berkesinambungan di PT. Dirgantara Indonesia pada Tahun 1976 Hingga 1998

PEMBIMBING : 1. Prof. Dr. H. Djam'an Satori, M.A.
2. Prof. Dr. Hj. Aan Komariah, M.Pd.
3. Dr. H. Danny Meirawan, M.Pd.

Direktur Sekolah Pascasarjana,

Prof. H. Yaya S. Kusumah, M.Sc., Ph.D.



Diberikan di Bandung, 14 Desember 2016

Rektor,

Prof. Furqon, M.A., Ph.D.

Dr Richard Freeman
Programme Leader for Researcher Development
Doctoral School

Tel +44 (0)20 7612 6976
Fax +44 (0)20 7612 6177
Email r.freeman@ioe.ac.uk



**Leading education
and social research**
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London WC1H 0AL
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Email info@ioe.ac.uk
www.ioe.ac.uk

31 January 2011

To whoever it may concern,

I confirm that Hariadi Ismail participated in the June 2010 Institute of Education Doctoral School Summer Conference where he presented a paper on "The Leadership Role as an Educator in the Process of Aviation Technology Mastery at Indonesian Aerospace Limited".

Yours faithfully

A handwritten signature in black ink that reads 'R. Freeman.' with a period at the end.

Dr Richard Freeman



Bandung, 03 June 2001

Prof. Dr. Mohd. Nazari bin Ismail
Head of Department of Business Strategy & Policy
Faculty of Business and Accountancy
University of Malaya

cc.: Prof. Dr. Mansor bin Md. Isa (Dean of Faculty of Business and Accountancy)

Subject: Admission for PhD Program

Dear Prof. Mohd. Nazari Ismail,

I strongly support Mr. Hariadi Ismail's application for undertaking Ph.D program at the University of Malaya in the area of business strategy and policy with research topic: Islamic-Strategy Model to Create Added Value for Generating Sustainable Profit and Growth.

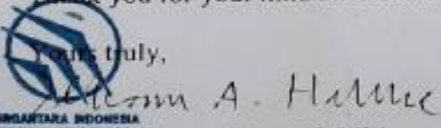
For your information, Mr. Hariadi Ismail is a highly dedicated employee who has been working for the Indonesian Aerospace, Ltd. since 1993. During working for the company, he had held some positions in the areas of Safety, Hygiene, and Environment Affairs; Marketing; Business Development; and Corporate Strategy Planning. Currently, he is an Assistant Director of Commerce for E-Business. His educational qualification is Chemical Engineer (Syiah Kuala University, Indonesia) and Master of Science in Management of Technology (National University of Singapore Graduate School of Business).

I am sure that University of Malaya is an appropriate higher education institution to do the research topic since it is an Islamic-oriented university that has high reputation in research, education, and training in Asia-Pacific region.

Based on his educational background and working experience, I believe that his research results would be valuable contribution for both academic and business worlds. Therefore, it would be an honor for us if he could be admitted to undertake Ph.D program with the research topic at your university.

Thank you for your kind attention and consideration.

Yours truly,


PT DIRGANTARA INDONESIA
INDONESIAN AEROSPACE (IAe)
Dr. Ing. Itham Akbar Habibie
Director of Commerce

PT DIRGANTARA INDONESIA
INDONESIAN AEROSPACE (IAe)

Jl. Pajajaran 154 Bandung 40174 Indonesia PO BOX 1562 BD ☎ (022) 6033900, 6033911, Fax (022) 6033912



TO WHOM IT MAY CONCERN

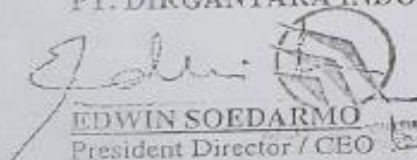
This is to notify that Mr. Hariadi Ismail is an employee of the Indonesian Aerospace (IAe) who is being prepared to hold a top position in our company.

Mr. Hariadi Ismail joined IAe in 1993. During working for the company, he has held some positions in the areas of Safety, Industrial Hygiene, and Environment; Business and Environment; Marketing; Business Development; Corporate Strategy Planning; Electronic Business. Currently, he is an Assistant Director of Operations and Commerce and Coordinator for Business Cooperation between the Indonesian Aerospace, Ltd. and PT. Garuda Maintenance Facility (GMF) Aero Asia. We have also appointed him as a member of the Indonesian delegation in negotiations of international cooperation coordinated by Department of Foreign Affairs.

As an employee who is being prepared to hold a top position, Mr. Hariadi Ismail continuously strives to improve and enrich his knowledge and skills. Therefore, we strongly support his endeavor to pursue PhD degree in Business Management, as we believe that he would be successful to do it.

We shall be grateful if any assistance and consideration could be given to him for the above purpose.

Bandung, March 5, 2003
PT. DIRGANTARA INDONESIA


EDWIN SOEDARMO
President Director / CEO

PT. DIRGANTARA INDONESIA
INDONESIAN AEROSPACE (IAe)

Jl. Pajajaran 154 Bandung 40174 Indonesia PO BOX 1562 BD **☎** (022) 6033900, 6033911, Fax (022) 6033912



UNIVERSITAS PASUNDAN
Fakultas Teknik

TO WHOM IT MAY CONCERN

This is to certify that Ir. Hariadi Ismail, M.Sc is one of the lectures of Engineering Faculty of Pasundan University and has taught in our faculty since 2002. He is teaching Electronic Business (e-Business) and industrial Psychology.

Ir. Hariadi Ismail, M.Sc has demonstrated his capability as a professional lecturer for the two subjects. Therefore, I strongly recommend his plan to undertake PhD program in the field of Business Management. I believe that he would be able to complete the program in time.

I shall be grateful if any assistance and consideration could be given to him.

Bandung, March 10, 2003
ENGINEERING FACULTY
& PASUNDAN UNIVERSITY
Dean,



Sufurman, Jr., M.Sc