

SYLLABUS

DEPARTMENT OF BUSINESS MANAGEMENT

**FACULTY OF CREATIVE DESIGN AND DIGITAL BUSINESS
INSTITUT TEKNOLOGI SEPULUH NOPEMBER**

2021

Faculty	CREATIVE DESIGN AND BUSINESS DIGITAL
Study Program	BUSINESS MANAGEMENT
Educational level	BACHELOR

Study Program Learning Outcomes		
Attitude and Governance Value	1.1	Belief to the almighty God and able to show the religious behavior
	1.2	Honor the humanity value in implementing the work based on religion, morale, and ethics.
	1.3	Contributes in development of social life quality, nation, state, and the advancement of civilization based on Pancasila
	1.4	Play a role as the citizen who proud and love on the homeland, have the nationalism and responsible to the nation and state.
	1.5	Appreciate the culture diversity, vision, religion, and beliefs, as well as the opinion and original findings of others
	1.6	Cooperate and having a social sensitivity and carness to the society and environment.
	1.7	Obey the law and discipline in society and nation
	1.8	Internalize the value, norm, and academic ethic.
	1.9	Show the responsible behavior on the work based on their expertise independently
	1.10	Internalize the independent spirit, struggle, and entrepreneur
	1.11	Make the best effort to achieve perfect results
	1.12	Working together to be able to make the most of the potential
General Skills	2.1	Able to apply logical, critical, systematic, and innovative thinking in developing or implementing science and technology that pays attention to and involves humanities values under the field of expertise.
	2.2	Able to demonstrate independent, quality, and measurable performance.

Study Program Learning Outcomes		
	2.3	Able to study the implications of developing or implementing science technology that pays attention to and applies humanities values according to their expertise based on scientific principles, procedures, and ethics. To produce solutions, ideas, designs or art criticism, compile scientific descriptions of their studies' results in the form of a thesis or final project report, and upload it on the college page.
	2.4	Compile a scientific description of the study results above in the form of a thesis or final project report, and upload it on the college page
	2.5	Able to make decisions appropriately in the context of problem solving in their area of expertise, based on the results of information and data analysis.
	2.6	Able to maintain and develop networks with mentors, colleagues, peers both inside and outside the institution.
	2.7	Able to be responsible for group work achievement and supervise and evaluate the completion of work assigned to workers under their responsibility.
	2.8	Able to carry out the self-evaluation process of the workgroup under their responsibility and ability to manage to learn independently
	2.9	Capable of documenting, storing, securing, and recovering data to ensure validity and prevent plagiarism
	2.10	Able to develop themselves and compete at the national and international levels.
	2.11	Able to implement the principles of sustainability in developing knowledge.

Study Program Learning Outcomes		
	2.12	Able to implement information and communication technology in the context of the implementation of their work
	2.13	Able to apply entrepreneurship and understand technology-based entrepreneurship
Special Skills	3.1	Able to manage and run the business, either the startup or the existing by implementing the principles of business management, social responsibility and sustainability.
	3.2	Able to work on marketing, operation, human resource, and finance management fields in the private and government sectors.
	3.3	Able to analyze and solve the business problem by using the scientific method and management principles.
	3.4	Able to utilize the science and technology in management field
	3.5	Able to identify the business opportunity and formulate the business plan comprehensively
	3.6	Able to communicate effectively, either verbally and written by using the communication channels
Knowledge Advancement	4.1	Understand on the theory and concept in business management.
	4.2	Understand the concept and theory of marketing management, operational management, human resource management, and financial management.
	4.3	Understand the concept and techniques in business problem solving
	4.4	Understand the concept and theory of social and environment responsibility in business.
Details of Study Program Learning Outcomes		
Attitude and Governance Value	1.1.1	Belief to the almighty God and able to show the religious behavior
	1.2.1	Honor the humanity value in implementing the work based on religion, morale, and ethics.
	1.3.1	Contributes in development of social life quality, nation, state, and the advancement of civilization based on Pancasila

Study Program Learning Outcomes		
	1.4.1	Play a role as the citizen who proud and love on the homeland, have the nationalism and responsible to the nation and state.
	1.5.1	Appreciate the culture diversity, vision, religion, and beliefs, as well as the opinion and original findings of others
	1.6.1	Cooperate and having a social sensitivity and carness to the society and environment.
	1.7.1	Obeys the law and discipline in society and nation
	1.8.1	Internalize the value, norm, and academic ethic.
	1.9.1	Show the responsible behavior on the work based on their expertise independently
	1.10.1	Internalize the independent spirit, struggle, and entrepreneur
	1.11.1	Make the best effort to achieve perfect results
	1.12.1	Working together to be able to make the most of the potential
General Skills	2.1.1	Able to apply logical, critical, systematic, and innovative thinking in developing or implementing science and technology that pays attention to and involves humanities values under the field of expertise.
	2.2.1	Able to demonstrate independent, quality, and measurable performance.
	2.3.1	Able to study the implications of developing or implementing science technology that pays attention to and applies humanities values according to their expertise based on scientific principles, procedures, and ethics. To produce solutions, ideas, designs or art criticism, compile scientific descriptions of their studies' results in the form of a thesis or final project report, and upload it on the college page.
	2.4.1	Compile a scientific description of the study results above in the form of a thesis or final project report, and upload it on the college page
	2.5.1	Able to make decisions appropriately in the context of problem solving in their area of expertise, based on the results of information and data analysis.

Study Program Learning Outcomes		
	2.6.1	Able to maintain and develop networks with mentors, colleagues, peers both inside and outside the institution.
	2.7.1	Able to be responsible for group work achievement and supervise and evaluate the completion of work assigned to workers under their responsibility.
	2.8.1	Able to carry out the self-evaluation process of the workgroup under their responsibility and ability to manage to learn independently
	2.9.1	Capable of documenting, storing, securing, and recovering data to ensure validity and prevent plagiarism
	2.10.1	Able to develop themselves and compete at the national and international levels.
	2.11.1	Able to implement the principles of sustainability in developing knowledge.
	2.12.1	Able to implement information and communication technology in the context of the implementation of their work
	2.13.1	Able to apply entrepreneurship and understand technology-based entrepreneurship
Special Skills	3.1.1	Able to manage and run a business, both new business (start-up) and existing business.
	3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
	3.1.3	Able to create sustainable value for business and society and work as part of a sustainable global economy.
	3.2.1	Able to apply managerial functions in the field of financial management.
	3.2.2	Able to apply managerial functions in the field of marketing management.
	3.2.3	Able to apply managerial functions in the field of operational management.
	3.2.4	Able to apply managerial functions in the field of human resource management.
	3.3.1	Able to analyze and diagnose business problems.

Study Program Learning Outcomes		
	3.3.2	Able to select, analyze, synthesize, and evaluate business information.
	3.3.3	Able to think creatively and innovatively in solving sustainable business problems.
	3.3.4	Able to select and apply various qualitative and quantitative methods in solving business problems.
	3.4.1	Understand the techniques and use of software in business analysis, both in function.
	3.4.2	Able to use the latest technology to support management functions
	3.5.1	Able to think creatively and analytically in identifying business opportunities.
	3.5.2	Able to compile a comprehensive business plan.
	3.6.1	Able to communicate effectively, both orally and in writing, using various communication channels.
Knowledge Advancement	4.1.1	Understand both micro and macroeconomic theory.
	4.1.2	Understand the organizational theory.
	4.1.3	Understand the basic theory of management.
	4.2.1	Understand the theory and basic principles of operational management.
	4.2.2	Understand the theory and basic principles of financial management.
	4.2.3	Understand the theory and basic principles of marketing management.
	4.2.4	Understand the theory and basic principles of human resource management.
	4.2.5	Understand the theory and basic principles of accounting
	4.3.1	Mastering and understanding quantitative and qualitative techniques in solving business problems.
	4.3.2	Understand the techniques and use of software in business analysis.
	4.3.3	Understand and master data analysis techniques and interpret both operational data and financial data.
	4.3.4	Understand the concepts of research and publication for

Study Program Learning Outcomes		
		scientific development in the field of business management.
	4.4.1	Understand the concept of business ethics.
	4.4.2	Understand the concept of good corporate governance in creating responsible business management.
	4.4.3	Understand the rules that govern the operations of the business.

LIST OF COURSES

No.	Code	Course Title	Credits
SEMESTER I			
1	BW184101	Introduction to Business Management	3
2	BW184102	Microeconomics	3
3	BB184101	Introduction to Accounting	3
4	KM184152	Mathematics 1	2
5	UG184913	Civics	2
6	UG1849XY	Religion	2
7	UG184914	English	2
Total Credits			17
SEMESTER II			
1	BB184201	Quantitative Modeling for Business	3
2	BB184202	Financial Accounting	3
3	BW184203	Macroeconomics	3
4	BB184203	Data Analysis	3
5	BB184204	Design Thinking	3
6	UG184911	Pancasila	2
7	UG184912	Indonesian	2
Total Credits			19
SEMESTER III			
1	BB184301	Marketing Management	3
2	BB184302	Operations Management	3
3	BB184303	Financial Management	3
4	BB184304	Human Capital Management	3
5	BB184305	Statistics for Business	3
6	BB184306	New Venture Creation	4
Total Credits			19
SEMESTER IV			
1	BB184401	Investment Management and Portfolio	3
2	BB184402	Business Communication	3
3	BB184403	Business Ethics and Corporate Social Responsibility	3
4	BB184404	Organizational Design and Behavior	3
5	BB184405	Consumer Behavior	3
6	BB184406	Social Entrepreneurship	4
Jumlah sks			19
SEMESTER V			
1	BB184501	Business Information System	3
2	BB184502	Managerial Accounting	3
3	BB184503	Business Research Methods	3
4	BB184504	Risk Management and Governance	3
5	BB184505	Legal Aspects in Business	2
6	BB184506	International Business	3
Total Credits			17
SEMESTER VI			
1	BB184601	Internship	3
2	BB184602	Project Management	3
3	BB184603	Taxation	3
4	BB184604	Business Valuation	3

5	UG184915	Technopreneurship	2
6	BB184605	Seminar (Operations/Finance/Marketing/HRM)	3
Total Credits			17
SEMESTER VII			
1	BB184701	Strategic Management	3
2	BB184702	Business Consulting Project	3
3	UG184916	Concept of Technology	3
4		Enrichment Course of ITS	3
5	BB184703	Innovation Management and Product Development	3
6		Elective Course	3
Total Credits			18
SEMESTER VIII			
1	BB184801	Marketing for Hi-Tech Products	3
2	BB184802	Thesis	6
3		Elective Course	3
4		Elective Course	3
5	BB184803	Performance Management	3
Total Credits			18

ELECTIVE COURSE

No.	Code	Course Title	Credits
1	BB184901	Service Marketing	3
2	BB184902	Strategic Marketing	3
3	BB184903	Brand Management	3
4	BB184904	Marketing Research	3
5	BB184911	Logistics and Supply Chain Management	3
6	BB184912	Business Process Management	3
7	BB184913	Multicriteria Decision Making	3
8	BB184914	E-Business Modeling and Analysis	3
9	BB184916	Business Simulation	3
10	BB184921	Financial Project	3
11	BB184922	Personal Financial Management	3
12	BB184923	International Financial Management	3
13	BB184924	Bank Management	3
14	BB184926	New Venture Finance	3
15	BB184929	Islamic Finance	3
16	BB184931	Performance Appraisal and Compensation	3
17	BB184932	Strategic Human Capital Planning	3
18	BB184933	Entrepreneurial Leadership	3
19	BB184934	Training and Development	3
20	BB184936	Job Design and Workload Analysis	3
21	BB184937	Sustainable Development	3
22	BB184938	Problem Solving in Business and Management	4
23	BB184939	Intercultural Communication	3
24	BB184940	Contemporary Issues in Business Management	4

COURSE	BW184101 : Introduction to Management
	Credits : 3 sks
	Semester : 1
COURSE DESCRIPTION	
<p>The course introduces students to the nature of managerial works in organization. The course begins with the historical development of management theories; factors in the organizations' environment that impact on how managers make decision and organizations work; key and contemporary issues faced by managers and organizations; and then proceed to cover the traditional functions of management: planning, organizing, leading, and controlling. This course will help students understand the needs of modern public and private organizations, including emerging national and international trends.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.1.2	Able to show independent, quality and measurable performance;
2.2.1	Able to study the implications of the development or implementation of technological science that pays attention to and applies humanities in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticisms, compile scientific descriptions of the results of their studies in the form of thesis or final project report , and upload it on the college page;
2.2.2	Compile a scientific description of the study results above in the form of a thesis or final project report, and upload it on the college page.
3.1.1	Able to manage and run a business either a new business (start-up) or an existing business
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.1.3	Able to create sustainable value for business and society in general and work as part of a sustainable global economy.
3.4.1	Understand the techniques and use of software in business analysis both in function
3.5	Able to develop a comprehensive business plan
4.1.3	Understand the basic theories of management
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Define management and summaries the evolution of management ideas on how managers may influence, people, organizations and their contexts to achieve organizational goals. This includes an awareness of the cultural contexts of the original source and the development and contemporary application of management theory and practice. 	

<ol style="list-style-type: none"> Identify and discuss contextual factors in the organization's environment that impact on how people, managers and organizations interact. Describe how decision-making, planning, leading, organizing and controlling can be managed in organizations. Examine the impact on individuals and organizations of contemporary issues in management, including stakeholder interests, ethics and social responsibility. Apply the skills of academic writing, research, questioning and analysis required of the management discipline.
TOPICS
<ol style="list-style-type: none"> Management and Organization Academic Writing CSR and ethics Decision Making Functional Management
PREREQUISITE
None
MAIN REFERENCE
Robbins, S. & Coulter, M. (2009), <i>Management</i> , 11th Global edition, Pearson.
SUPPORTING REFERENCE
Ebert, Griffin, 2014, <i>Business Essentials</i> , Ninth Edition, Pearson

COURSE	BW184102 : Microeconomics
	Credits : 3 sks
	Semester : 1
COURSE DESCRIPTION	
Students are able to understand economics on a micro scale including the characteristics of economic actors (consumers and producers) and their interactions.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.1.1	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities in accordance with their fields of expertise.
2.3.1	Able to make appropriate decisions in the context of problem solving in their area of expertise, based on the results of information and data analysis.
3.3.4	Able to choose and apply various qualitative and quantitative methods in solving business problems
4.1.1	Understanding economic theory both micro and macro
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to know and understand the principles and rules of microeconomics, both verbally, graphically and mathematically, and the relationships between them 2. Able to know and understand the basic principles of law of supply demand and be able to apply in the context of elasticity theory 3. Able to know and understand the ins and outs of the behavior of all parties involved in economic activities, both consumers and producers 4. Able to understand the existence of the market structure of a product in the context of business competition 5. Able to understand the role of input factors in economic activities, including aspects of capital and investment 6. Able to study the weaknesses of microeconomics in applied in the field, also understanding the background of the emergence of the role of government in economic activity. 7. Able to communicate through written language clearly, and structured in conveying ideas or analyzing thoughts 8. Able to communicate clearly and effectively in conveying ideas or analyzing thoughts 9. Able to develop analytical power by utilizing and collaborating on various available reference sources 10. Able to work integratively as a team 	
TOPICS	
<ol style="list-style-type: none"> 1. Demand, Supply of Goods and Elasticity 2. Company Theory: Production, Costs, Profit Maximization, Pricing 3. Market: Market Structure, Market Input Factors 4. Investment, capital markets. 	
PREREQUISITE	

None
MAIN REFERENCE
<ol style="list-style-type: none"> 1. Pyndick, Rubenfield, [2010], Microeconomics, Pearson, 7th ed 2. Frank, Bernanke, [2009], Principle Of Micro Economics,Mcgraw-Hill 4th ed
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 1. Das S.P, (2007), Microeconomics for Business, SAGE Publication 2. Hall, Lieberman (2010), Microeconomics : Principles and Applications, South Western Cengage-Learning, 5th ed 3. McConnell C.R, Brue S.L, Flynn S.M., (2012), Microeconomics : Principles, Problems and Policies, McGraw Hill, 19th ed

COURSE	BB184101 : Introduction to Accounting
	Credits : 3 sks
	Semester : 1
COURSE DESCRIPTION	
This course is designed to help students learn business transactions, how to obtain accounting information, and how to process accounting information into financial statements. This course also provides an understanding of the meaning and benefits of accounting, recording and presenting business transactions into financial statements. This course will provide a basic understanding of accounting for students before taking other courses that require a basic understanding.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.5	Able to prepare financial reports for the needs of external parties
3.3.2	Able to choose, analyze, synthesize, and evaluate business information
4.2.5	Understand the theories and basic principles of accounting
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand and demonstrate accounting equations. 2. Analyze, record, and report business transactions at service companies 3. Analyze, record, and report business transactions with trading companies 4. Analyzing, recording, and reporting business transactions with manufacturing companies 5. Operate accounting applications / software to analyze business transactions. 	
TOPICS	
<ol style="list-style-type: none"> 1. The accounting equation. 2. The service company accounting cycle 3. Trading company accounting cycle 4. Manufacturing company accounting cycle 5. Accounting software applications 	
PREREQUISITE	
None	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Carl S. Warren, James M. Reeve, Jonathan E. Duchac. 2014. Accounting 25e. Cengage Learning 2. Weygandt, Jerry J, D.E. Kieso, and P.D. Kimmel. 2012. Accounting Principles 12th edition, John Wiley and Sons, Inc 	
SUPPORTING REFERENCE	
<ol style="list-style-type: none"> 1. Selvi Monalisa. 2014. Praktikum Pengantar Akuntansi 1. Jakarta: Salemba Empat [SM] 2. Reeve, Warren, Duchac, Wahyuni, Soepriyanto, Jusuf, dan Djakman. 2008. Principles of Accounting–Indonesia Adaptation. Cengage Learning Asia Pte Ltd, Penerbit Salemba Empat. [R] 3. Suwardjono. 2003. Akuntansi Pengantar I: Proses Penciptaan Data Pendekatan Sistem. Edisi Ketiga. Yogyakarta: BPFE [S] 	

COURSE	KM184101 : Mathematics 1
	Credits : 2 sks
	Semester : 1
COURSE DESCRIPTION	
<p>Decision making is a routine activity that managers in various business functions must perform. Good decisions require the support of accurate data and comprehensive analytical techniques. The use of quantitative modeling in today's decision making has become commonplace. Increasingly fierce competition forces businesspeople to make prudent and accurate decisions. With the availability of software for management decision making, the advancement of information technology today makes it easier for business people to analyze data.</p> <p>This course teaches fundamental knowledge as well as scientific decision-making skills based on quantitative data and facts. The course content covers systematic decision making and scientific problem solving, problem formulation into mathematical models, and various mathematical techniques and methods for solving business and management problems. Furthermore, students are introduced to various types of software to assist them in solving various mathematical methods.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
CPL - 1	Able to interpret basic mathematical concepts and construct proofs directly, indirectly, or by mathematical induction.
CPL – 2	Able to identify simple problems, form mathematical models and solve them
CPL – 3	Mastering standard methods in mathematics
CPL – 4	Able to master the fundamental theory of mathematics which includes the concept of matrices, determinants, complex numbers and equations or inequalities, as well as functions, derivatives and integrals.
CPL - 5	Able to identify problems, form mathematical models and solve them
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand and apply quantitative analysis principles and rules. 2. Capable of converting problems into appropriate mathematical models 3. Learn how to use deterministic quantitative analysis techniques (linear programming, integer programming, transportation and assignment models, Network Flows Models, and Multi-criteria Decision Making) 4. Learn how to use probabilistic quantitative analysis techniques (decision analysis, queuing theory and Markov) 5. Capable of using quantitative analysis software and interpreting results. 	
TOPICS	
<ol style="list-style-type: none"> 1. The basic concepts of matrix algebra, the characteristics of determinants, elementary row operations, systems of linear equations and the problem of eigenvalues or eigenvectors. 	

<ol style="list-style-type: none"> 2. Basic concept of real number system 3. Basic concepts of complex numbers 4. Derivative 5. The implementation of derivative 6. Indefinite integral
PREREQUISITE
None
MAIN REFERENCE
<ol style="list-style-type: none"> 1. ITS Mathematics Department Lecturer Team, Calculus Textbook 1, 4th Edition of ITS Mathematics Department, 2018 2. Anton, H. et al, Calculus, 10-th edition, John Wiley & Sons, New York, 2012
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 1. Kreyzig, E, Advanced Engineering Mathematics, 10-th edition, John Wiley & Sons, Singapore, 2011 2. Purcell, J, E, Rigdon, S., E., Calculus, 9-th edition, Prentice-Hall, New Jersey, 2006 3. James Stewart , Calculus, ed.7, Brooks/cole-Cengage Learning, Canada,2012

COURSE	UG184913 : Civics
	Credits : 2 sks
	Semester : 1
COURSE DESCRIPTION	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
CPL - 1	Contribute to improving the quality of life in society, nation, state, and civilization based on Pancasila (s.3)
CPL – 2	Act as citizens who are proud and love their homeland, have nationalism and a sense of responsibility to the state and nation (s.4)
CPL – 3	Obey the law and discipline in social and state life (s.7)
CPL – 4	Able to be responsible for the achievement of group work results and supervise and evaluate the completion of work assigned to workers under their responsibility (KU.7)
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to convey conceptual and empirical arguments about the function and role of citizenship in strengthening Indonesian identity. (KK.1) 2. Able to have comprehensive knowledge to synergize the use of science and technology with national elements which include; 1945 Constitution, Legal System and Government, Democracy, Geopolitics and Geostrategy and State Defense (KK.2) 3. Able to make the right decisions by prioritizing national interests, upholding human rights and fair international relations. (KK.3) 4. Upholding attitudes and values: respecting diversity, being able to work together, having trustworthiness, social sensitivity and high love for the people, nation and state of Indonesia. (KK.4) 5. Understanding the nature of Citizenship Education in developing the full capabilities of undergraduates or professionals and their urgency for the future of the nation. (P.1) 6. Mastering the substance of civic education to have an Indonesian personality, build a sense of nationality and love for the homeland, so that they become good and educated citizens (smart and good citizens) in the life of a democratic society, nation and state. (P.2) 7. Understanding the correlation of civic education with life values so that they become citizens with Indonesian personalities who are competitive, disciplined and actively participate in building a peaceful life based on the Pancasila value system. (P.3) 8. Mastering the implementation of the concept of citizenship, to make good citizens who are able to support the nation and state, democratic citizens, namely citizens who are intelligent, civilized and responsible for the survival of the Indonesian state in practicing their knowledge, technology and artistic abilities. (P.4) 9. Understanding the contribution of citizenship in shaping attitudes and values: 	

respecting diversity, being able to work together, having trustworthiness, social sensitivity and high love for the people, nation and state of Indonesia.(p.5)
TOPICS
<ol style="list-style-type: none"> 1. Introduction and Learning Contract 2. The Nature and Challenges of Civics 3. The essence and urgency of national identity and its dynamics and challenges 4. Urgency of National Integration and its challenges 5. Constitutional Values and Norms of the 1945 Constitution of the Republic of Indonesia and the Dynamics and Challenges of the Constitution 6. Obligations and Rights of the State and Citizens and the Challenges 7. The Nature, Instrumentation and Practice of Indonesian Democracy Based on Pancasila and the 1945 Constitution 8. Human Rights 9. Dynamics and Challenges of Fair Law Enforcement in Indonesia 10. Dynamics and Challenges of Archipelago Insight 11. Regional Autonomy 12. World Peace; The Position of the State in the Global Era;
PREREQUISITE
None
MAIN REFERENCE
<ul style="list-style-type: none"> • Ministry of Research, Technology, and Higher Education. 2016. Civics Module for Higher Education. Jakarta: Directorate of Learning and Student Affairs
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 1. Armaidy Armawi, Geostrategy Indonesia, Jakarta, Directorate General of Higher Education, 2006 2. Azyumardi Azra, New Paradigm of National Education and Reconstruction and Democratization, Kompas Publisher, Jakarta, 2002 3. Bahar, Dr. Saefrodin, "State Context, Human Rights, Sinar Harapan Library, Jakarta, 2000. 4. Kaelan, Citizenship Education, UGM Press, Yogyakarta 2005. 5. Slamet Soemiarno, Geopolitics of Indonesia, Jakarta, Directorate General of Higher Education, 2006

COURSE	UG184914 : Religion
	Credits : 2 sks
	Semester : 1
COURSE DESCRIPTION	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
CPL – 1 (S1)	Faithful to God Almighty and able to show a religious attitude
CPL – 2 (S2)	Upholding human values in carrying out duties based on religion, morals and ethics
CPL – 3 (S8)	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology
CPL – 4 (KU1)	Internalizing academic values, norms, and ethics that pays attention to and applies humanities values in accordance with their field of expertise
CPL – 5 (KU2)	Able to demonstrate independent, quality, and measurable performance
CPL – 6 (KU5)	Able to make appropriate decisions in the context of solving problems in their area of expertise, based on the results of analysis of information and data
CPL – 7 (KU11)	Able to implement the principle of sustainability (sustainability) in developing knowledge
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to explain the essence of human relations with God, with fellow humans and with the environment (KK.1); 2. Able to present the results of conceptual and/or empirical studies related to the essence and urgency of Islamic spirituality values as one of the determinants in the development of a nation with character (KK.2); 3. Able to behave consistently towards the coherence of the main points of religion teachings as the implementation of faith (KK.3); 4. Skilled in presenting the results of individual and group studies regarding a case (case study) related to the contribution of Islam in the development of world civilization (KK.4); 5. Able to understand the essence of religious education as a component of General Compulsory Courses and its urgency as spiritual values which are one of the determinants in the development of the nation's character (P.1); 6. Able to master the substance of religion as one of the basic components of national unity and integrity within the Unitary State of the Republic of Indonesia (P.2); 7. Able to understand the correlation of sources of Islamic teachings and their contextualization in modern life as Islamic teachings that are rahmatan lil alamin (P.3); 	

8. Able to master the application of Islamic concepts on science and technology, art, socio-culture, politics, economy, and people's welfare issues (P.4);
9. Able to understand the contribution of religion in the development of world civilization, and master the strategy of optimizing the role and function of the mosque as a center for the development (P.5).

TOPICS

Islam

1. Building the Qur'anic Paradigm
2. God's Human Nature
3. Integration of Faith, Islam and Ihsan in Forming Insan Kamil
4. Religion Guarantees Happiness
5. Grounding Islam in Indonesia
6. Islam Builds Unity in Diversity
7. Effectiveness of Zakat and Waqf Management (Islamic Philanthropy)
8. Optimizing the Role and Function of the Mosque for the Welfare of the Ummah
9. Islam Faces the Challenge of Modernization (Islam and Science and Technology)
10. Contribution of Islam in the Development of World Civilization

Catholic

1. The Call of Human Life according to the Scriptures
2. Human Relations with Self, Others, Environment, and God
3. Faith is lived in plurality
4. The Work of Jesus Christ and the Kingdom of God
5. Community church
6. Christian Ethics

Christian

1. Understanding of religion,
2. God's Doctrine in the Bible,
3. Human Nature,
4. Ethics from a Christian perspective,
5. Science, technology and art from a Christian perspective, Law, Religious harmony;
6. Society and human rights,
7. Culture as an expression of faith and politics in a Christian perspective.

Hinduism

1. History of Hinduism
2. Brahnavidya/Hindu Theology
3. Vedas
4. Humans in Hindu perspective
5. Hindu ethics/morals
6. Religious art
8. Harmony
9. Society

Buddhism

1. The Tipitaka/Tripitaka Scriptures
2. The Philosophy and History of the Meaning of Buddhism and Human Life
3. The universal laws of Buddhism
4. The concept and meaning of ONE ONE GOD in Buddhism
5. Moral values as a guide for human life (Sila)
6. Science and Technology in human life in the view of Buddhism.
7. The concept of Buddhist society and inter-religious harmony.

Confucianism

1. Ru-Confucian Religion
2. The Purpose of Human Life
3. The Creation of the Universe and Man
4. Divinity
5. Prophet
6. Shen Ming
7. Places of Worship, Religious Holidays
8. Fundamentals of Faith
9. Study, Pray and Jing-Zuo
10. Fundamentals of Moral and Ethical Teachings

PREREQUISITE

None

MAIN REFERENCE**Islam**

1. Director General of Learning and Student Affairs, Ministry of Research, Technology and Higher Education, Islamic Religious Education for Higher Education, Jakarta, Director General of Belmawa, 2016.
2. Download link: <https://ldikti11.ristekdikti.go.id>
3. Wahyuddin, Islamic Religious Education Building Student Character in Higher Education, Surabaya, ITS Press, 2019.
4. Saifulloh, Moh, et al, Islamic Religious Education Building Civil Character, Surabaya, CV Lentera Jannata, 2016

Catholic

Kemenristekdikti. 2016. Catholic Religious Education For Higher Education. Jakarta: Director General Belmawa Kemenristekdikti

Christian

Daniel Nuhamara, et al, 2016, "Christian Education for Public Universities", RISTEKDIKTI, Jakarta.

Hinduism

Directorate General of Learning and Student Affairs, 2016, Hindu Religious Education for Higher Education, Kemenristek Dikti RI

Buddhism

1. Buddhist Education for Higher Education first edition
2. The Dhammapada Scriptures
3. Raja Milinda Debate (summary of Milinda Panha by Bhiku Pesala Sangha Theravada Indonesia)

Confucianism

1. Xs. Tjhie Tjay Ing et al, Happy Life on the Tian Sacred Path, Ru's Virtue Gate, 2010
2. Yu Dan, 1000 Hearts One Heart, Ru's Virtue Gate 2009

SUPPORTING REFERENCE

- 1.

COURSE	UG184914 : English
	Credits : 2 sks
	Semester : 1
COURSE DESCRIPTION	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
CPL – 1 (S8)	Internalize academic values, norms, and ethics;
CPL – 2 (KU1)	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities values in accordance with their field of expertise
CPL – 3 (KU2)	Able to demonstrate independent, quality, and measurable performance
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to make good and correct English sentences according to the sentence elements and standard English grammar 2. Able to make good and correct paragraphs in accordance with the rules and elements that make up a paragraph. 3. Able to explain the factors that make a successful and good presentation. 4. Able to carry out academic presentations to convey facts, opinions, arguments, questions, answers, and or rebuttals in academic presentation activities. 5. Students are able to apply listening strategies to answer questions from conversations (dialogue/conversation) and lectures (monologue) in English correctly and are able to do note taking correctly. 6. Able to apply appropriate reading strategies such as scanning, skimming and reading for details as well as strategies for understanding vocabulary (vocabulary) to answer reading questions correctly. 7. Able to do inference, make paraphrasing (paraphrasing) and summary (summarizing). 8. Able to analyze the organizational structure of reading (text pattern organizations) 	
TOPICS	
<p>CPMK 1: Developing effective English sentence</p> <ul style="list-style-type: none"> • Sub CPMK 1.1: Subject –Verb • Sub CPMK 1.2: phrases • Sub CPMK 1.3: clauses • Sub CPMK 1.4: sentence types • Sub CPMK 1.5: common sentence errors <p>CPMK 2: Developing good paragraph</p> <ul style="list-style-type: none"> • Sub CPMK 2.1: Elements of a good paragraph: topic sentence, supporting sentences, concluding sentence, unity, coherence, and cohesion. <p>CPMK 3: Academic Presentation preparation.</p> <p>CPMK 4: Academic presentations and discussion</p> <p>CPMK 5: Listening to various conversations and talks.</p>	

<ul style="list-style-type: none"> • Sub CPMK 5.1: Listening to short conversation • Sub CPMK 5.2: Listening to longer conversation • Sub CPMK 5.3: Listening to talks and note taking <p>CPMK 6: Reading for Understanding: strategies and application</p> <ul style="list-style-type: none"> • Sub CPMK 6.1: Skimming and Scanning • Sub CPMK 6.2: Vocabulary recognition • Sub CPMK 6.3: Reading for details: <ul style="list-style-type: none"> • Understanding main ideas • Understanding stated detail information • Understanding unstated detail information • Understanding implied information <p>CPMK 7: Making inferences, paraphrasing and summarising</p> <p>CPMK 8: Text pattern organizations</p>
PREREQUISITE
None
MAIN REFERENCE
<ol style="list-style-type: none"> 1. Becker Lucinda & Joan Van Emden, "Presentation Skills for Students, Palgrave, Macmillan, 2010 2. Hogue Ann, Oshima Alice, "Introduction to Academic Writing", Longman, 1997 3. Johnston Susan S, Zukowski Jean/Faust, "Steps to Academic Reading," Heinle, Canada, 2002 4. Mikulecky, Beatrice S, "Advanced Reading Power", Pearson Education, New York, 2007 5. Preiss Sherry, "NorthStar: Listening and Speaking," Pearson Education, New York 2009 6. English Lecturer Team Teaching, "Improving English Skills for Academic Purposes, A Conceptual and Practical Integration,"
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 2. Bonamy David, "Technical English," Pearson Education, New York, 2011 3. Fellag Linda Robinson, "College Reading," Houghton Mifflin Company, 2006 4. Fuchs Marjorie & Bonner Margaret, "Focus on Grammar; An Integrated Skills Approach," Pearson Education, Inc, 2006 5. Hague Ann, "First Steps in Academic Writing," Addison Wesley Publishing Company, 1996 6. Hockly Nicky & Dudeney Gavin, "How to Teach English with Technology, Pearson Education Limited, 2007 7. Phillipd Deborah, "Longman Preparation Course for the TOEFL Test," Pearson Education, Inc, 2003 8. Root Christine & Blanchard Karen, "Ready to Read Now, Pearson Education, New York, 2005 9. Root Christine & Blanchard Karen, "Ready to Write, Pearson Education, New York, 2003 10. Weissman Jerry, "Presenting to Win, the Art of Telling Your Story, Prentice Hall, 2006

COURSE	IG141106 : Bahasa Indonesia
	Credits : 2 sks
	Semester : 1
COURSE DESCRIPTION	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
CPL – 1 (S8)	Internalize academic values, norms, and ethics;
CPL – 2 (KU9)	Documenting, storing, securing, and retrieving data to ensure validity and prevent plagiarism
CPL – 3 (KU1)	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities values in accordance with their field of expertise;
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to explain academic ethics correctly in compiling KTI; 2. Able to find, store, and process references through the Mendeley application to avoid plagiarism; 3. Able to explain and/or provide systematic examples of Indonesian language formulations used in KTI with due observance of grammatical rules, PUEBI, and KBBI; 4. Able to apply logical, critical, systematic, and innovative thinking in the preparation of the introductory part of KTI by using good and correct Indonesian 5. Able to apply logical, critical, systematic, and innovative thinking in the preparation of KTI results and discussion sections by using good and correct Indonesian 6. Able to apply logical, critical, systematic, and innovative thinking in the preparation of KTI in the conclusion section by using good and correct Indonesian 7. Presenting the results of the preparation of KTI orally according to the principles of effective communication 	
TOPICS	
<ol style="list-style-type: none"> 1. Academic ethics. 2. Mendeley application and reference techniques. 3. Systematics, style, and grammatical rules of Indonesian in KTI. 4. Effective presentation. 	
PREREQUISITE	
None	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Alwi, Hasan, 2007, Indonesian Standard Grammar, Third Edition, Balai Pustaka: Jakarta. 2. Director General of Learning and Student Affairs, Ministry of Research, Technology and Higher Education, Indonesian for Higher Education, 2016, Jakarta, Director General of Belmawa. 	

3. Big Indonesian Language Dictionary (online or offline), Ministry of Education and Culture RI, <https://kbbi.kemdikbud.go.id/>
4. General Guidelines for Indonesian Spelling (PUEBI), 2016, <http://badanBahasa.kemdikbud.go.id/lamanBahasa/sites/default/files/PUEBI.pdf>

SUPPORTING REFERENCE

1. Pratapa, Suminar, 2018, Scientific ethics, Copyright, and Plagiarism.
2. Rosmawaty, 2017, Writing Scientific Papers, 2017.
3. The Structure, Format, Content, and Style of a Journal-Style Scientific Paper, Bates Collage, <http://jrtd.com/wp-content/uploads/2018/05/How-to-Write-a-Paper-in-Scientific-Journal-Style-and-Format.pdf>

COURSE	BB184403 : Quantitative Modeling for Business	
	Credits	: 3 sks
	Semester	: 2
COURSE DESCRIPTION		
<p>Decision making is a routine activity that managers in various business functions must perform. Good decisions require the support of accurate data and comprehensive analytical techniques. The use of quantitative modeling in today's decision making has become commonplace. Increasingly fierce competition forces businesspeople to make prudent and accurate decisions. With the availability of software for management decision making, the advancement of information technology today makes it easier for business people to analyze data.</p> <p>This course teaches fundamental knowledge as well as scientific decision-making skills based on quantitative data and facts. The course content covers systematic decision making and scientific problem solving, problem formulation into mathematical models, and various mathematical techniques and methods for solving business and management problems. Furthermore, students are introduced to various types of software to assist them in solving various mathematical methods.</p>		
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM		
3.2.1	Able to apply managerial functions in the field of financial management.	
4.2.2	Understand the theories and basic principles of financial management.	
COURSE LEARNING OBJECTIVE		
<div><div>6.</div><div>Understand and apply quantitative analysis principles and rules.</div></div> <div><div>7.</div><div>Capable of converting problems into appropriate mathematical models</div></div> <div><div>8.</div><div>Learn how to use deterministic quantitative analysis techniques (linear programming, integer programming, transportation and assignment models, Network Flows Models, and Multi-criteria Decision Making)</div></div> <div><div>9.</div><div>Learn how to use probabilistic quantitative analysis techniques (decision analysis, queuing theory and Markov)</div></div> <div><div>10.</div><div>Capable of using quantitative analysis software and interpreting results.</div></div>		
TOPICS		
<div><div>7.</div><div>Introduction to quantitative modelling for business</div></div> <div><div>8.</div><div>Decision Analysis</div></div> <div><div>9.</div><div>Linear Programming: Model Formulation & Graphical Solution, Computer Solution and Sensitivity Analysis</div></div> <div><div>10.</div><div>Integer Programming</div></div> <div><div>11.</div><div>Goal Programming</div></div> <div><div>12.</div><div>Transportation, Transshipment and Assignment Problem</div></div> <div><div>13.</div><div>Network Flow Model</div></div> <div><div>14.</div><div>Dynamic Programming</div></div>		

15. Queueing Analysis and Simulation
16. Game Theory

PREREQUISITE

None

MAIN REFERENCE

Taylor, B. W. (2016). Introduction to Management Science. 12th Ed. New York: Pearson Education
 Online Module: <https://www.pearsonhighered.com/taylor/>

SUPPORTING REFERENCE

4. Noer, Bustanul Arifin (2011). *Belajar Mudah Riset Operasional*. Yogyakarta: Andi Offset
5. Hillier, F. S. and Lieberman, G. J. (2016). *Introduction to Operations Research*. 10th Ed. Boston: McGraw-Hill

COURSE	BB184202 : Financial Accounting
	Credits : 3 sks
	Semester : 2
COURSE DESCRIPTION	
This course explains the concepts and principles of financial accounting, including the definition, recognition, measurement and assessment as well as the presentation and disclosure of financial accounting information. The application of financial accounting concepts is preferred for each account in the financial statements according to financial accounting standards. The main objective of this course is to apply the concept of financial accounting to the analysis of financial statements.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.5	Able to prepare financial reports for the needs of external parties.
3.3.2	Able to choose, analyze, synthesize, and evaluate business information.
4.3.3.	Understand and master data analysis techniques and interpret them both operational data and financial data.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the scope of financial statements 2. Understand the concepts and basic nature of each account in the financial statements 3. Demonstrates the technical ability of accounting to read and analyze financial statements. 4. Communicate in business activities using accounting concepts, procedures and techniques. 	
TOPICS	
<ol style="list-style-type: none"> 1. The purpose and scope of the Financial Statements 1. The concept and nature of the accounts in the financial statements 	
PREREQUISITE	
Introduction to Accounting	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield. 2013. INTERMEDIATE ACCOUNTING 15th Edition. John Wiley and Sons, Inc 2. Dwi Martani, Silvia V. Siregar, Ratna Wardhani, Aria Farahmita, Edward Tanujaya. Akuntansi Keuangan Menengah Berbasis PSAK (Edisi 2 Buku 1/ Buku 2). Salemba Empat 3. Carl S. Warren, James M. Reeve, Jonathan E. Duchac. 2014. Accounting 25e. Cengage Learning 	
SUPPORTING REFERENCE	
<ol style="list-style-type: none"> 1. Hans Kartikahadi, Rosita Uli Sinaga, Merliyana Syamsul, Sylvia Veronica Siregar, Ersu Tri Wahyuni. Akuntansi Keuangan Berdasarkan SAK berbasis IFRS. Ikatan Akuntan Indonesia (IAI) 2. Gary A. Porter, Curtis L. Norton. 2015. Financial Accounting: The Impact on Decision Makers, 9th edition. Cengage Learning. 	

3. William H. Webster. 2004. Accounting for Managers. McGraw-Hill

COURSE	BB184203 : Macroeconomics
	Credits : 3 sks
	Semester : 2
COURSE DESCRIPTION	
Students are able to understand economics on a Macro scale including State Policy in the economic field.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.3.1	Able to make appropriate decisions in the context of problem solving in their area of expertise, based on the results of information and data analysis.
4.4.1	Understanding economic theory both micro and macro
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Know and understand the principles and rules of macroeconomics, both verbally, graphically and mathematically, and the relationships between them 2. Understand deeply domestic and global economic policies that affect changes in aggregate demand (demand shocks) and changes in aggregate supply (supply shocks) 3. Understand economic dynamics that cause important changes both on average and in aggregate to total output, employment, and the level of prices and wages. 4. Understand deeply the relationship between the level of changes in prices, interest rates and exchange rates, in the economic dynamics of a country 5. Understand deeply about fiscal policy, monetary policy within the framework of the country's economy 6. The soft skills (SS) competencies that will be achieved through this Macroeconomic learning are as follows: 7. Able to communicate through written language clearly, and structured in conveying ideas or analyzing thoughts 8. Able to communicate clearly and effectively in conveying ideas or analyzing thoughts 9. Able to develop analytical power by utilizing and collaborating on various available reference sources 10. Able to work integratively as a team 	
TOPICS	
<ol style="list-style-type: none"> 1. Economic Concepts, Introduction to Macroeconomics 2. State Economic Activity 3. Monetary Policy and Fiscal Policy 4. Financial Crisis 5. International Trade 	
PREREQUISITE	
Microeconomics	
MAIN REFERENCE	
Karl E. Case, Ray C. Fair, Sharon M. Oster, (2012), Principles of Macroeconomics , 10th ed., Pyndick, Rubenfield, [2010], Microeconomics, Pearson, 7 th ed	

SUPPORTING REFERENCE

1. Nellis J.G, Parker. D,.. (2004), Principles of Macroeconomics, Pearson Ltd.
2. George N. Mankiw, (2012), Principles of Macroeconomics, South Western Cengage Learning, 6th. ed
3. Faisal Basri, Haris Munandar, (2009), Lanskap Ekonomi Indonesia : Kajian dan Renungan Terhadap Masalah-Masalah Struktural, Transformasi Baru dan Prospek Perekonomian Indonesia, Kencana, Jakarta
4. Badan Analisa Fiskal Departemen Keuangan, (2004), Kebijakan Fiskal : Pemikiran, Konsep dan Implementasi, Penerbit Buku Kompas
5. Tony Hartono, (2006), Mekanisme Ekonomi Dalam Konteks Ekonomi Indonesia, Penerbit PT. Remaja RosdaKarya, Bandung

COURSE	BB184203 : Data Analysis
	Credits : 3 sks
	Semester : 2
COURSE DESCRIPTION	
This course gives the introduction of data analytics in attempt to prepare the students in preparing the working field by using the Microsoft Excel skills. This course is designed to equip the students with the data analytic skills to analyze and to make the decision.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.3.1	Able to give a correct decision in the context of finishing the problem on the field of expertise based on the information and data analysis.
4.4.1	Understanding the Economics theory in regards of micro and macro
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Learning the statistics in the context of data analytics. 2. Able to work with data for real problem to train the students in understanding the detail and complexity of the analysis. 	
TOPICS	
<ol style="list-style-type: none"> 1. Getting started with excel 2. Working with data 3. Working with charts 4. Describing your data 5. Probability distributions 6. Statistical Inference 7. Tables 8. Regression and correlation 9. Multiple regression 10. Analysis of variance 11. Time series 12. Quality control 	
PREREQUISITE	
None	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Berk K.N, Carey P (2000) Data Analysis with Excel. Duxbury 2. Groebner, D.F., Shannon, P.W., Fry, P.C., Smith, K.D. (2014). Business Statistics: A Decision Making Approach, 9th. Edition, Pearson. [G] 3. Goldmeier, J., Duggirala, P. (2015). Dashboard for Excel. Apress. [GD] 4. Camoes, J. (2016). Data at Work: Best practices for creating effective charts and information graphics in Microsoft Excel. New Riders. [C] 5. Dietrich, D. et al. (2015). Data Science & Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data. John Wiley & Sons. [D] 	
SUPPORTING REFERENCE	

COURSE	BB184204 : Design Thinking
	Credits : 3 sks
	Semester : 2
COURSE DESCRIPTION	
<p>This course introduces students to the concept of creative approach to problem solving. The concept of human centered design (design thinking) will be the central theme of this course. Design thinking is a method of applying creativity to come up with novel solution to tough problem. It is an iterative problem-solving process of discovery, ideation, and experimentation that employs design based techniques to gain insight and yield innovative solutions for virtually any type of organizational or business challenge, prominently including those within public service. With design thinking you can confidently generate solutions to problems like a failing business, launching a new product or enterprise, resolving social issues such as inadequate health services, and improving the quality of service.</p> <p>This course utilized problem-based learning in which minimum in-class session. Students are required to apply the knowledge using a real world problem setting.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.3.2	Able to choose, analyze, synthesize, and evaluate business information.
3.3.3	Able to think creatively and innovatively in solving sustainable business problems.
3.4.3	Able to think creatively and analytically in identifying business opportunities.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand a new approach — design thinking — that enhances innovation activities in terms of market impact, value creation, and speed. 2. Able to apply the concept of design thinking to identify customer needs, create sound concept hypotheses, collect appropriate data, and develop a prototype that allows for meaningful feedback in a real - world environment. 3. Translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations. 	
TOPICS	
<ol style="list-style-type: none"> 1. Design Thinking Global 2. Problem Definition 3. Discover 4. Define 5. Develop 6. Deliver 	
PREREQUISITE	
None	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. IDEO, 2015, The Field Guide to Human-Centered Design (http://www.designkit.org/resources/1) 	

2. Brown, T, 2009, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperBusiness
3. Lawson, Brian (2006) How Designers Think: The Design Process Demystified, Elsevier/ Architectural
4. Martin, Roger (2009), The Design of Business: Why Design Thinking is the Next Competitive Advantage, Harvard Business Review Press
5. Liedtka, J., & Ogilvie, T. (2011). Designing for growth: A design thinking tool kit for managers. New York: Columbia Business School Publishing.

SUPPORTING REFERENCE

1. Brown, T, 2008, Design Thinking, Harvard Business Review, June 2008, pp 84-92 (http://www.ideo.com/images/uploads/thoughts/IDEO_HBR_Design_Thinking.pdf)
2. Stanford University (2008) Bootcamp Bootleg <http://dschool.stanford.edu/wpcontent/uploads/2011/03/BootcampBootleg2010v2SLIM.pdf>

COURSE	IG141106 : Bahasa Indonesia
	Credits : 2 sks
	Semester : 1
COURSE DESCRIPTION	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
CPL – 1 (S8)	Internalize academic values, norms, and ethics;
CPL – 2 (KU9)	Documenting, storing, securing, and retrieving data to ensure validity and prevent plagiarism
CPL – 3 (KU1)	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities values in accordance with their field of expertise;
COURSE LEARNING OBJECTIVE	
8. Able to explain academic ethics correctly in compiling KTI; 9. Able to find, store, and process references through the Mendeley application to avoid plagiarism; 10. Able to explain and/or provide systematic examples of Indonesian language formulations used in KTI with due observance of grammatical rules, PUEBI, and KBBI; 11. Able to apply logical, critical, systematic, and innovative thinking in the preparation of the introductory part of KTI by using good and correct Indonesian 12. Able to apply logical, critical, systematic, and innovative thinking in the preparation of KTI results and discussion sections by using good and correct Indonesian 13. Able to apply logical, critical, systematic, and innovative thinking in the preparation of KTI in the conclusion section by using good and correct Indonesian 14. Presenting the results of the preparation of KTI orally according to the principles of effective communication	
TOPICS	
5. Academic ethics. 6. Mendeley application and reference techniques. 7. Systematics, style, and grammatical rules of Indonesian in KTI. 8. Effective presentation.	
PREREQUISITE	
None	
MAIN REFERENCE	
5. Alwi, Hasan, 2007, Indonesian Standard Grammar, Third Edition, Balai Pustaka: Jakarta. 6. Director General of Learning and Student Affairs, Ministry of Research, Technology and Higher Education, Indonesian for Higher Education, 2016, Jakarta, Director General of Belmawa.	

7. Big Indonesian Language Dictionary (online or offline), Ministry of Education and Culture RI, <https://kbbi.kemdikbud.go.id/>
8. General Guidelines for Indonesian Spelling (PUEBI), 2016, <http://badanBahasa.kemdikbud.go.id/lamanBahasa/sites/default/files/PUEBI.pdf>

SUPPORTING REFERENCE

4. Pratapa, Suminar, 2018, Scientific ethics, Copyright, and Plagiarism.
5. Rosmawaty, 2017, Writing Scientific Papers, 2017.
6. The Structure, Format, Content, and Style of a Journal-Style Scientific Paper, Bates Collage, <http://jrtd.com/wp-content/uploads/2018/05/How-to-Write-a-Paper-in-Scientific-Journal-Style-and-Format.pdf>

COURSE	IG141106 : Pancasila	
	Credits	: 2 sks
	Semester	: 1
COURSE DESCRIPTION		
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM		
CPL – 1 (S3)	Contribute to improving the quality of life in society, nation, state, and the progress of civilization based on Pancasila (S.3)	
CPL – 2 (S5)	Appreciate the diversity of cultures, views, religions and beliefs as well as the opinions or original findings of others (s.5)	
CPL – 3 (S6)	Work together and have social sensitivity and concern for society and the environment (s.6)	
CPL – 4 (KU3)	Able to examine the implications of the development or implementation of science and technology that pays attention to and applies humanities values according to their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism (KU.3)	
COURSE LEARNING OBJECTIVE		
	1. Able to understand the importance of history to strengthen national identity and Indonesian national identity	
	2. Able to analyze factual problems of nationality based on Pancasila perspective	
	3. Able to analyze the concept of developing science and technology based on Pancasila values	
	4. Able to practice social sensitivity, environmental care and love for the homeland	
TOPICS		
	9. The Urgency of Pancasila Education in Indonesia	
	10. Pancasila in the Historical Perspective of the Indonesian Nation	
	11. Pancasila as the State Foundation of the Republic of Indonesia	
	12. Pancasila as the State's Philosophy and Ideology	
	13. Pancasila as a System of Ethics and the implementation of the Pancasila precepts	
	14. Pancasila as the Basic Value of Science and Technology Development in Indonesia	
PREREQUISITE		
	None	
MAIN REFERENCE		
	• Ministry of Research, Technology, and Higher Education. 2016. <i>Pancasila for Higher Education</i> . Jakarta: Directorate of Learning and Student Affairs	
SUPPORTING REFERENCE		
	1. Bahar, Saafroedin (ed). 1992. Minutes of the Investigating Body for Preparatory Efforts for Indonesian Independence (BPUPKI): Preparatory Committee for Indonesian Independence (PPKI) 29 May – 19 August 1945. Jakarta: State Secretariat of the Republic of Indonesia.	
	2. Bertens, Kees. 2004. Ethics. Jakarta: Gramedia.	

3. Friedman, Thomas. 2006. *The World is Flat: A Brief History of the 21st Century*. Jakarta: Dian Rakyat
4. Kattsof, Louis O. 1992. *Introduction to Philosophy*. Yogyakarta: Tiara Wacana.
5. Latif, Yudi. 2011. *Plenary State*, Jakarta: PT. Main Library Gramedia.
6. Latif, Yudi. 2018. *Pancasila Insights: A Guiding Star For Civilization*. Jakarta: Mizan.
7. Magnis-Suseno, Franz. 2006. *Political Ethics: Basic Moral Principles of Modern State*. Jakarta: Publisher Gramedia Pustaka Utama.
8. Schwab, Klaus. 2016. *The Fourth Industrial Revolution*. New York: Crown Business.
9. Sukarno. 2001. *Sharpen Pancasila as the Basic Philosophy of the State*. Jakarta: National Committee for Commemorating the Birth of Pancasila June 1, 1945 – June 1, 1964.
10. Soedarso. 2014. *The Pancasila Philosophy of Indonesian Identity*. Surabaya: Radja Library.

COURSE	BB184201 : Human Capital Management
	Credits : 3 sks
	Semester : 3
COURSE DESCRIPTION	
<p>This course gives students an understanding of the strategic role of human resource management in a modern company. In addition, this course also provides an understanding of the various functions of human resource management, starting from the first thing to do is job analysis. Furthermore, various other human resource management activities are also given, such as employee recruitment and selection, employee training and development, various employee performance evaluation and management techniques, and compensation. Several issues related to human resource management will also be discussed, such as: labor relations (labor / industrial relations), occupational health and safety and the challenges of human resource management today in the face of globalization.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the theories and basic principles of human resource management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to manage human resources 2. Able to design and manage work and evaluation systems for employees 3. Able to collaborate effectively and professionally both as a member and as a leader 4. Understand the theories and principles of human resource management 5. Able to manage business activities based on management concepts 6. Able to manage business both in the local and global environment 7. Able to plan and manage both time and human resources 	
TOPICS	
<ol style="list-style-type: none"> 1. The concept of HRM 2. Recruitment 3. Training 4. Performance appraisal 5. Employee management 	
PREREQUISITE	
Introduction to Management	
MAIN REFERENCE	
Dessler, G. (2013). Human Resource Management (13th edition), Pearson	
SUPPORTING REFERENCE	
Meija, L., Balkin, D., Cardy, R (2012). Managing Human Resources (7th Edition), Pearson.	

COURSE	BB184301 : Marketing Management
	Credits : 3 sks
	Semester : 3
COURSE DESCRIPTION	
<p>This course teaches the students on exploration and practical implementation on basic marketing. The policy on product, the pricing method, promotion, distribution, selling management, customer segmentation, and customer retention. During the class, the students will dominantly analyze the case studies in which they need to identify the marketing opportunities, improving the value proposition, customer segmentation, and developing the marketing program to every management situation. Marketing is quite interesting for everyone, in regards of selling the goods, services, properties, people, places, events, information, ideas, or organizations. Because marketing management is delivered to students, educators, and practitioners, this course will always expand and contemporary. This course scope covers the creative tasks and analytics, including the group assignment in a semester.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.3.2	Able to choose, analyze, synthesis, and evaluate the business information
3.3.3	Able to think creative and innovative in solving the business problem sustainably
3.4.3	Able to think creative and analytics in identifying the business opportunities.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 11. Students able to understand on how the marketing use the devices and concept to implement in maximizing the profit to enterprise. 12. Students able to market and analyze as well as measure the complexity challenges. 13. Students able to develop the integrated marketing plan 14. Students able to develop the comprehensive marketing analysis 15. Students able to develop the persuasive arguments 16. Students able to criticize continuously to their peers in form of papers or visual aid 17. Students able to develop marketing decision with argument. 18. Students able to hear carefully and appreciate the peers' idea 	
TOPICS	
<ol style="list-style-type: none"> 17. Introduction to marketing management 18. Marketing in 21st century 19. Marketing Research 20. Creating the long term relationship 21. Identify the segmentation and targeting of market 22. Analyze the business market and consumers 23. Developing the strong brand 	

24. Promotion and Ads Management
25. Determining the strategy and programs on pricing
26. *Competitive Dynamics*

PREREQUISITE

Introduction to Management

MAIN REFERENCE

Kotler, P., & Keller, K. L. (2012). Marketing management 14e. Upper Saddle River, N.J: Pearson

SUPPORTING REFERENCE

1. Kotler, P. & Armstrong, G. (2014). Principles of marketing. Toronto: Pearson Prentice Hall.
2. Journal

COURSE	BB184302 : Operations Management
	Credits : 3 sks
	Semester : 3
COURSE DESCRIPTION	
This course covers major activities in operational functions of businesses both manufacturing and service including the roles of operations management in achieving competitiveness. The essential roles of operations is to ensure the delivery of products and services to customers at the right time, at the right quality, at the right quantities and doing so at the right cost. The topics covered in this course are: operations management and competitive advantage, forecasting, product design, capacity planning, managing quality, process design, location and layout decision, job design and work measurement, inventory and supply chain management.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the theories and basic principles of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the role of operations management to firms' competitive advantage and its interactions with other business functions 2. Develop the basic business and operations strategies for increased productivity and competitiveness for service and manufacturing. 3. Explain operations process planning and control including product, process, capacity, scheduling, inventory and materials requirements planning 4. Examine the concepts of managing people and processes as part of a manufacturing system 5. Analyze decision problems in operations and the relationship of operations decisions to other business decisions 6. Communicate in writing the results of analysis of operations. 	
TOPICS	
<ol style="list-style-type: none"> 1. Product design, services and process 2. Operations Management Strategies 3. Quality Management 4. Inventory Management 	
PREREQUISITE	
<ol style="list-style-type: none"> 1. Introduction to Business Management 2. Quantitative Methods for Business 	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Heizer, J., Render, B., Munson, C (2017), Operations Management: Sustainability and Supply Chain Management, 12th Ed, Pearson. [H] 	
SUPPORTING REFERENCE	

1. Jacobs, F.R, Chase, R.B (2016), Operations and Supply Management: The Core, McGraw-Hill. [J]
2. Slack, N., Chambers, S., Johnston, R. (2010), Operations Management 6th Edition, Prentice Hall [S]

COURSE	BB184303 : Financial Management
	Credits : 3 sks
	Semester : 3
COURSE DESCRIPTION	
This subject studies the management of corporate finances with the aim of maximizing the value of the company. The approach used in MK learning is through the student center learning approach which encourages the active participation of students. Students also gain experience related to financial management in companies through review.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to understand financial management 2. Able to do financial forecasting 3. Able to determine the appropriate mix of company capital. 4. Able to understand the management of the company's financial assets 5. 5. Able to do capital budgeting 	
TOPICS	
<ol style="list-style-type: none"> 1. Risk and Return, Financial Statement analysis 2. Working capital, Capital Budgeting 3. Cost of Capital, Capital Structur 4. Deviden Policy 	
PREREQUISITE	
Introduction to Management	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Van Horne, James C., and Wachowicz Jr., John M., 2009, Fundamentals of Financial Management. 13th edition, Pearson Education Limited. 2. Brigham, Eugene F – Houston, Joel F., 2013, Fundamentals Of Financial Management. 13th Edition, Thomson One 3. Brigham, Eugene F – Ehrhardt, Michael C., 2013, Financial Management Theory and Practice. 13th Edition, Thomson One 	
SUPPORTING REFERENCE	

COURSE	BB184305 : Statistics for Business
	Credits : 3 sks
	Semester : 3
COURSE DESCRIPTION	
Students able to analyze statistically to support the decision making with manual calculation and computer assisted approaches.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.3.2	Able to choose, analyze, synthesis, and evaluate the business information
3.3.4	Able to choose and implement the qualitative and quantitative methods in solving the business problems.
3.4.2	Able to use the recent technologies in supporting the management function
4.3.3	Understand and mastering the techniques of data analytics and interpret in operational as well as financial data.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Mastering the data collection techniques, sampling mechanism, and able to use the presentation and analysis data descriptively to support the idea, or decision making. 2. Master the basic concept of probability and distribution probability and able to identify the probability from the uncertain events 3. Able to use the methods in inferential analysis as the problem solving or as a basic for decision making with population characteristics. 4. Able to explain the statistical practice in the scope of problem solving and decision making, especially or real business problem. 	
TOPICS	
<ol style="list-style-type: none"> 1. Data distribution and probability 2. Sampling dan Estimation 3. Anova dan Regression 4. Hypotheses testing 	
PREREQUISITE	
Introduction to Accounting	
MAIN REFERENCE	
Groebner, D.F., Shannon, P.W., Fry, P.C., Smith, K.D. (2011). Business Statistics: A Decision Making Approach, 8th. Edition, Prentice Hall.	
SUPPORTING REFERENCE	
<ol style="list-style-type: none"> 1. Walpole, R.E, Raymond H. Myers, S.H. Myers, Keying Ye (2002). Probability and Statistics for Engineers and Scientists, 7th. Editions, Prentice Hall, Inc., NJ. 2. Ross, S.M. (2004). Introduction to Probability and Statistics for Engineers and Scientists, 3rd editions, Elsevier Inc., USA 	

COURSE	BB184306 : New Venture Creation	
	Credits	: 4 sks
	Semester	: 3
COURSE DESCRIPTION		
This course focuses on creating new venture by students, combining the textbook theories and entrepreneur experience. Students will learn basic business model and team formation principles that are central to creating entrepreneurial opportunities and taking action on them. The objective of the course is to prepare students to test the viability of new business opportunities and conduct a feasibility study, either for their own idea or for others. It is a real-life experience in entrepreneurship. It is an opportunity for students to learn how to start your own company, design sustainable business models, and importantly – interact with a lot of interesting business people (local and international practitioners) through professional academic discussions.		
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM		
1.6	Work together and have social sensitivity and care for the community and the environment.	
1.10	Internalize the spirit of independence, struggle and entrepreneurship.	
1.11	Strive to achieve the perfect results	
2.1.2	Able to show independent, quality and measurable performance.	
3.1.1	Able to manage and run a business either a new business (start-up) or a business that is already running.	
COURSE LEARNING OBJECTIVE		
<div>1. Students understand the steps and key elements of the venture creation process.</div> <div>2. Students acquire knowledge of entrepreneurial behaviors and tasks required to successfully create and manage a technology intensive business.</div> <div>3. Students experienced the challenge to sell product/service which not create by themselves.</div> <div>4. Students able to running the real business based on their passion and market opportunity</div> <div>5. Students understand the concepts related to identifying and exploiting opportunities, including: evaluating entrepreneurial opportunities, formulating strategies, business planning and implementation.</div>		
TOPICS		
<div>1. Creating business mindset</div> <div>2. Business model and value proposition design</div> <div>3. Dealing with suppliers, consumers, and investors</div> <div>4. Business practice</div>		

5. Start-up exhibition
6. Poster
PREREQUISITE
None
MAIN REFERENCE
Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). Business model generation: A handbook for visionaries, game changers, and challengers.
SUPPORTING REFERENCE
1. Dorf, R.C., (2007). Technology Ventures: From Idea to Enterprise with Student DVD. 2 nd Edition. McGraw-Hill Higher Education.
2. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design: How to create products and services customers want.

COURSE	BB184401 : Investment Management and Portfolio
	Credits : 3 sks
	Semester : 4
COURSE DESCRIPTION	
This course provides knowledge and mechanisms for managing financial assets so as to provide an expected return with a risk consideration. The topics studied in this course are related to market mechanisms, as well as financial asset instruments.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.3.2	Able to choose, analyze, synthesize, and evaluate business information.
4.3.3	Understand and master data analysis techniques and interpret them both operational data and financial data.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students are able to understand the types of financial assets and their trading mechanisms 2. Students are able to understand the concept of risk and returns from an investment asset and apply it in managing financial assets. 3. Students are able to apply the concept of efficient portfolio management so as to maximize the value of investors. 	
TOPICS	
<ol style="list-style-type: none"> 1. Financial Assets 2. Financial Market Mechanisms 3. Bonds 4. Stocks 5. Efficient Portfolio 6. Derivatives 	
PREREQUISITE	
Introduction to Management	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Bodie Zvi, , Alex Kane, Alan J Marcus , “Investment” , 2009,. 8th edition, Mcgraw Hill. 2. Jones. Charles P, “Investment “, 2010, John Wiley & Sons 	
SUPPORTING REFERENCE	

COURSE	BB184402 : Business Communication	
	Credits	: 3 sks
	Semester	: 4
COURSE DESCRIPTION		
This course will give the explanation to students in how to think critically, communicating effectively and developing the ability to communicate in writing and verbal on business context.		
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM		
3.6	Able to communicate effectively in written and verbal by using communication level.	
4.3.1	Master and understanding the techniques of quantitative and qualitative in solving the business problems.	
4.3.2	Understanding the techniques and using the software in business analysis.	
4.3.3	Understanding and mastering the techniques of data analysis and interpret on operational and financial data.	
COURSE LEARNING OBJECTIVE		
1.	Mastering theories and techniques of communication effectively, covering the analysis, solving the business problem, understanding the audience, developing empathy in communication, understanding the communication trends in business, communicating in the context of cross culture and teamwork.	
2.	Able to create the document design, utilizing the design to support the business document quality, integrating the visual and display data in business documents and developing in good presentation.	
3.	Developing communication skills with persuasive and use the sharing information in organization, handling the negative message	
4.	Developing the proposal business comprehensively.	
5.	Show the self-competency in form of resume for job application, business development and interview	
TOPICS		
1.	Effective presentation techniques	
2.	Information analysis	
3.	Effective communication techniques	
4.	Writing communication	
5.	Digital Communication	
PREREQUISITE		
None		
MAIN REFERENCE		
1.	Locker, Kitty O., Donna S. Keinzler (2010). Business and Administrative Communication, 9th. Edition, Mc Graw-Hill : Boston.	
2.	Locker, Kitty O., Stephen K. Kaczmarek (2010). Business Communication: Building Critical Skills, 5th Edition. Mc Graw-Hill : Boston.	
3.	Adler, Ronald B., Jeanne M. Elmhurst (2010). Communicating at Work, Edition.	

Mc Graw-Hill : Boston.

SUPPORTING REFERENCE

COURSE	BB184403 : Business Ethics and Corporate Social Responsibility
	Credits : 2 sks
	Semester : 4
COURSE DESCRIPTION	
Business ethics and CSR is designed with the multidisciplinary based on organizational behavior, psychology, ethics, and philosophy. The students are directed to develop an ethical judgement in decision making at organization. This course drives the student to be able to manage and lead the organization ethically and sustainably.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.1.2	Able to show the independent performance, show the quality and good measurement.
3.1.3	Able to create the sustainable value for business and society in general and working as the part of sustainable global economic
4.4.1	Understand the concepts of business ethics
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students able to understand the business ethics theory and CSR 2. Students able to solve the business problems by ethical approaches 3. Students able to solve the business problem by considering the CSR 	
<ol style="list-style-type: none"> 1. Theory on business ethics and CSR 2. Process of ethical decision and dilemma 3. Ethical decision making in functional management 	
PREREQUISITE	
None	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Ferrell, O.C, Fraedrich, J and Ferrell, L, 2015. Business Ethics : Decision Making and Cases, 10th edition, South Western Cengage Learning 2. Harrison, Michael. 2005. An Introduction to Business and Management Ethics. Palgrave Macmilan 3. Hohnen, Paul dan Potts, Jason. 2007. Corporate Social Responsibility: An Implementation Guide for Business. International Institute for Sustainable Development 	
SUPPORTING REFERENCE	
<ol style="list-style-type: none"> 1. Newton, Lisa H. 2005. Business Ethics and the Natural Environment. Blackwell Publishing 2. Bredeson, Dean. 2012. Applied Business Ethics: A Skills-Based Approach 1st Edition. 3. Journal Business Ethics 	

COURSE	BB184404 : Organizational Design and Behavior
	Credits : 3 sks
	Semester : 4
COURSE DESCRIPTION	
Organizational Design and Behavior is a course that has strategic value for students who will manage business activities. In addition, this course will also provide an understanding of the basic functions of management, organizational design / development, and business management as an integral system to create value-added activities that are effective, efficient and sustainable. The scope of the discussion broadly covers everything that must be done if the need arises for the establishment of a business organization, how the design / form of the organization is appropriate and must be chosen to meet the needs and conditions of a particular environment; and at the same time how to manage it in order to be able to survive, and continue to grow in the face of the dynamics of the internal and external environment that is constantly changing.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.2.1	Able to study the implications of the development or implementation of technological science that pays attention to and applies the value of the humanities in accordance with their expertise based on the rules, procedures and scientific ethics in order to produce solutions, ideas, designs or art criticisms, compile scientific descriptions of the results of their studies in the form of thesis or final project report , and upload it on the college page.
2.2.2	Compile a scientific description of the results of the study above in the form of a thesis or final project report, and upload it on the college page.
3.5	Able to develop a comprehensive business plan.
4.1.2	Able to understand organizational theory.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to recognize / understand various forms, structures, culture (culture) and organizational behavior that is effectively applied to manage all the resources in organizations in the business world. 2. Able to recognize / understand the dynamics of change which requires analysis and design of development scenarios both concerning changes in the structure and culture of the organization and adaptive to changes in its strategic environment. 3. Able to design an organization that matches the required characteristics. 4. Able to manage the organization so that it can develop properly 5. Able to carry out organizational development. 	
TOPICS	
<ol style="list-style-type: none"> 1. The basic concept of organizational behavior 2. Concepts of behavior, emotions, motivation and leadership 3. Conflict, power, politics, culture and organizational policies 4. Change, policy and organizational development 	
PREREQUISITE	
Human Resource Management	

MAIN REFERENCE
Stephen P. Robbins & Timothy A. Judge (2016). Organizational Behavior, 17th. Pearson International Edition.
SUPPORTING REFERENCE
Jones, Gareth R. (2004). Organizational Theory, Design and Change. Reading, Massachusetts: Addison-Wesley Publishing Company.

COURSE	BB184405 : Consumer Behavior
	Credits : 3 sks
	Semester : 4
COURSE DESCRIPTION	
<p>We are all consumer. We shop, buy a computer, and buy a car. However, we also know that consumers are different one another. We buy the different clothes, drive the different cars, and eat the different foods. Further, the same consumers can make the different decision on different situation. So how to formulate the coherent marketing strategy? Consumer behavior is an interesting topic. Every day, we are faced by hundreds or thousands of stimuli of marketing. These stimuluses are designed and developed based on implicit theory, in which how the consumers behave. This course is evaluating the concept and principle of consumer behavior to understand and fulfill the consumers' need.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.2	Able to implement the managerial function on marketing management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students will get the knowledge about the model that will be used to analyze the problems in consumer behavior. 2. Student able to predict how the consumer will react on the marketing strategy differently. 3. Students will get the knowledge on mental and physical processes in gather, consume, and use the product. 4. Students will get the knowledge on mechanism form the influence in directing the consumer to change their behavior, believe, and act. 5. Students able apply the concept, theory, model, and tools in developing the consumer behavior that occur because of the marketing strategy 6. Students able to use model and theory in consumer behavior to evaluate the situation and enhance the choices of options and recommendation, and explain the good presentation. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to consumer behavior 2. Consumer and social welfare 3. Perception 4. Learning and memory 5. Motivation and influence 6. Self-thinking, gender, body, personality, lifestyle, and value 7. Attitude and persuasive communication 8. Decision making 9. Purchase, use and disposal 10. Group, social class, culture, and sub culture 	
PREREQUISITE	
Marketing Management	
MAIN REFERENCE	

Solomon, M. R. (2017). Consumer Behavior: Buying, Having, and Being, 12th Edition. Toronto: Pearson Prentice Hall.

SUPPORTING REFERENCE

1. Schiffman, L.G. & Wisenblit, J. (2015). Consumer Behavior, 11th Edition. Pearson Prentice Hall.
2. Sumarwan, U. (2011). Perilaku Konsumen. Ghalia Indonesia.

COURSE	BB184406 : Social Entrepreneurship
	Credits : 4 sks
	Semester : 4
COURSE DESCRIPTION	
This course focuses on creating social venture by students, combining the textbook theories and the best practice of socio-preneur experience. Social ventures aim to achieve a “double bottom line” with meaningful social returns, as well as sustainable or competitive financial returns --through their products, services and other business practices. The objective of the course is to prepare students to test the viability of new social opportunities and conduct a feasibility study, either for their own idea or for others.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
1.6	Working together and having the social awareness and care to society as well as environment
1.10	Internal independent spirit, force, and entrepreneurship
1.11	Tried maximally to get the perfect result
1.12	Working together to gain the maximum potential.
2.1.1	Able to implement the logic, critical, systematic, innovative in the context of developing or implementing the knowledge as well as technology in considering human value in accordance to the expertise.
2.1.2	Able to show the independent work, quality, and measure.
3.1.1	Able to manage and implement the business as startup and the running enterprise
3.3.4	Able to choose and implement the qualitative and quantitative methods in solving the business problems
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students understand how to increase awareness of the pervasiveness and complexity of social and environmental challenges and how those challenges can create entrepreneurial opportunities 2. Students able to use the tools and conceptual framework to evaluate entrepreneurial business opportunities in the social sector 3. Students able to understand how to deepen the understanding of social entrepreneurship as a tool (with strengths and limits) for achieving significant lasting social change, and also examine the challenges and rewards of creating and developing social purpose organizations 4. Students understand the best and sustainable business practices in the field of social entrepreneurship. 5. Students understand the concepts related to identifying and exploiting opportunities, including: evaluating entrepreneurial opportunities, business planning, business reporting, and implementation. 6. Students able to create the real social venture based on their passion and market opportunity. 	
TOPICS	

<ol style="list-style-type: none"> 1. Sociopreneurship best practice 2. Social business model 3. Social enterprise business plan 4. Fieldwork 5. Social entrepreneurship exhibition
PREREQUISITE
New Venture Creation
MAIN REFERENCE
Arthur C. Brooks, Social Entrepreneurship, A Modern Approach to Social Value Creation, 2009 Prentice Hall
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 1. Dorf, R.C. & Byers, T.H. (2007). Technology Ventures: From Idea to Enterprise with Student DVD. 2nd Edition. McGraw-Hill Higher Education. 2. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). Entrepreneurship in the Social Sector (ESS). Sage Publications

COURSE	BB184501 : Business Information System
	Credits : 3 sks
	Semester : 5
COURSE DESCRIPTION	
This course gives students an understanding of the knowledge to manage and analyze and the impact of information systems on competitive advantage both in companies and in business activities. This course also includes an understanding of concepts and theories in information systems, as well as skills for designing and improving business processes using information systems. Several practices of the use of information systems are carried out in order to provide experience for students to be more familiar with information systems and project implementation to support and provide competitive advantage to the organization.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.2.1	Able to study the implications of the development or implementation of technological science that pays attention to and applies the value of the humanities in accordance with their expertise based on the rules, procedures and scientific ethics in order to produce solutions, ideas, designs or art criticisms, compile scientific descriptions of the results of their studies in the form of thesis or final project report , and upload it on the college page.
2.2.2	Compile a scientific description of the results of the study above in the form of a thesis or final project report, and upload it on the college page.
3.1.1	Able to manage and run a business either a new business (start-up) or a business that is already running.
3.3.2	Able to choose, analyze, synthesize, and evaluate business information.
3.4.1	Understand the techniques and use of software in business analysis both in function.
3.4.2	Able to use the latest technology to support management functions.
4.3.2	Understand the techniques and use of software in business analysis.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the basic concepts of business information systems and how they contribute to increasing a company's competitive advantage and business activities. 2. Understand the concept of information technology: hardware, software, networks, data management, and internet-based technology. 3. Understand information systems as business applications in an organization. 4. Understand how to plan, develop, and implement information systems to take advantage of business opportunities and innovations. 5. Understand what the challenges of managing and managing information systems in a company and business activities. 	
TOPICS	
<ol style="list-style-type: none"> 1. The basic concept of information systems 2. Information system components (hardware, software, network, data) 3. Application of information systems in strategy and decision making 	

4. Application of information systems in business
5. Ethics in the use of information systems

PREREQUISITE

Operations Management

MAIN REFERENCE

Laudon, K. C., & Laudon, J. P. (2015). Management Information Systems, Managing the Digital Firm 14e, Global Edition: Pearson.

SUPPORTING REFERENCE

O'Brien, J.A & Marakas, G.M. (2010). Management Information Systems, 10th Edition. New York: McGraw Hill.

COURSE	BB184502 : Managerial Accounting
	Credits : 3 sks
	Semester : 5
COURSE DESCRIPTION	
<p>Managerial Accounting courses focus on the process, supply and use of accounting information for managerial decision making. Managerial accounting covers three broad topics including: (1) to provide information on cost calculations for products, services and other cost objects, (2) to provide useful information in planning, controlling, evaluating, and continuously improving, and (3) to provide information in decision making.</p> <p>Managerial Accounting combines all business functions in an integrated manner such as strategy management, human resources, marketing, finance and information systems. This course is designed and developed to provide an understanding of the basic framework and strategic choices to answer various managerial decision making. Therefore, students as prospective managers must be equipped with an understanding of relevant information in decision making.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.1.1	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities in accordance with their fields of expertise.
2.3.1	Able to make appropriate decisions in the context of problem solving in their area of expertise, based on the results of information and data analysis.
3.3.1	Able to analyze and diagnose business problems.
3.3.4	Able to choose and apply various qualitative and quantitative methods in solving business problems.
3.5	Able to develop a comprehensive business plan.
4.3.3	Understand and master data analysis techniques and interpret them both operational data and financial data.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the basic concepts of managerial accounting. 2. Able to apply managerial accounting concepts and techniques to determine the cost of products, services and other cost objects. 3. Able to apply managerial accounting concepts and techniques to planning and controlling. 4. Able to apply managerial accounting concepts and techniques for simulating managerial decision making. 	
TOPICS	
<ol style="list-style-type: none"> 1. Basic concepts of Managerial Accounting. 2. Determination of product costs, services and other cost objects. 3. Planning and controlling 4. Managerial decision making. 	
PREREQUISITE	

Introduction to Accounting
MAIN REFERENCE
<ol style="list-style-type: none"> 1. Ray H. Garrison, Eric W. Noreen, Peter C. Brewer. 2015. Managerial accounting Fifteenth Edition. McGraw-Hill Education 2. Hansen, D.R. dan Maryanne M. Mowen. (2007), Management Accounting, 8th edition, South-Western-Thomson Learning
SUPPORTING REFERENCE
Ronald W. Hilton, David E. Platt. 2014. Managerial Accounting: Creating Value in a Dynamic Business Environment Tenth edition. McGraw-Hill Education

COURSE	BB184503 : Business Research Methods
	Credits : 3 sks
	Semester : 5
COURSE DESCRIPTION	
This course introduces students to the qualitative & quantitative research methods in organizational contexts. Research can inform managerial decision-making and aid in the conceptualization of problems and explore business opportunities. Knowledge of research methods is of critical importance in today's business environment, especially given the explosion of qualitative and quantitative data. This course provides an overview of conceptual and statistical issues in research design, which is a fundamental prerequisite successful application of research methods to business problems.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
1.8	Internalize academic values, norms and ethics.
1.9	Demonstrated responsibility towards work in their area of expertise independently.
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
4.3.4	Understanding research concepts and publications for scientific development in the field of business management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the principles of business research methods 2. Prepare written research proposals and articulate research methods in response to a business problem/opportunity 3. Design research studies that successfully collect information that can be used to support decision making regarding a business problem/opportunity 4. Critically evaluate research designs 5. Identify the ethical issues involved in conducting business research and have an awareness of the consequences (social and economic) of unethical behavior 6. Apply relevant statistical techniques in order to make recommendations regarding a business problem/opportunity 7. Apply the skills of academic writing, research, questioning and analysis required of the management discipline. 	
TOPICS	
<ol style="list-style-type: none"> 1. The nature of business research 2. Research Background 3. Problem Formulation 4. Research Strategy/Design 5. Methods of Data Collection 6. Methods of Data Analysis 7. Presenting, Evaluating, and interpreting findings 	
PREREQUISITE	
Business Statistics	

MAIN REFERENCE
Quinlan, C., Babin, B., Carr, J., Griffin, M., & Zikmund, W. G. (2015). <i>Business research methods</i> . Andover: Cengage Learning EMEA.
SUPPORTING REFERENCE

COURSE	BB184504 : Risk Management and Governance
	Credits : 3 sks
	Semester : 5
COURSE DESCRIPTION	
<p>Risk management course provide the comprehensive understanding regarding the importance of risk management in Business Organization. Student will learn to incorporate risk management principles into business organization management style. This course will teach the student starting from how to identify, how to accurately assess the consequences of uncertain events. Personal attitudes toward risk vary widely (for example, attitudes can range from risk-averse to risk-seeking). Unforeseen circumstances can occur in various contexts, including natural disaster, collapses in financial markets, accidents and etc. Student will learn to use risk management tools to minimize and control the probability and impact of unfortunate events as a business manager (ie. As a Decision maker).</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
1.2	Uphold the value of humanity in carrying out duties based on religion, morals, and ethics
2.4	Understand the concepts and theories of business responsibility towards social and environment
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
4.3.4	Understanding research concepts and publications for scientific development in the field of business management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Identify and discuss various types of risks. 2. Define risk as a consequence of uncertainty and within a continuum of decision-making roles. 3. Perform quantitative risk analysis using risk measurement techniques to assess the severity and consequences of a given risk as well as its overall threat. 4. Identify the most common risk management mistakes by considering how Utility Theory impacts attitudes toward risk. 5. Explain and use techniques to manage risk in a holistic, global, and integrated manner. 6. Use tools such as predictive analytics, modeling, and simulation to improve risk management. 	
TOPICS	
<ol style="list-style-type: none"> 1. The nature of business research 2. Research Background 3. Problem Formulation 4. Research Strategy/Design 5. Methods of Data Collection 	

6. Methods of Data Analysis
7. Presenting, Evaluating, and interpreting findings
PREREQUISITE
None
MAIN REFERENCE
<ol style="list-style-type: none"> 1. Rustam, Bambang Rianto (2017), <i>Manajemen Risiko : Prinsip, Penerapan dan Penelitian</i>, Salemba Empat.(BRB) 2. Andersen, Torben J.and Schroder, Peter W. , (2010). <i>Strategic Risk Management Practice :How to Deal Effectively with Major Corporate Exposures</i>, 1st edition, Cambridge University Press, New York. (ATS) 3. Carlson, Carl S, (2012). <i>Effective FMEAs: Achieving Safe, Reliable, and Economical Products and Processes Using Failure Mode and Effects Analysis</i>, John Willey & Sons,Ltd. (CC) 4. Chapman,Robert J, 2011. <i>Simple Tools and Techniques for Enterprise Risk Management</i>, John Willey & Sons,Ltd. (CR) 5. D Dempster, M.A.H, (2002). <i>Risk Management : Value At Risk and Beyond</i>, 1st edition, Cambridge University Press.(DD) 6. Duckert,Gregory H, (2011). <i>Practical Enterprise Risk Management : A Business Approach</i>, John Willey & Sons,Ltd. (DG) 7. MC Dermott, Robin E, RaymondJ. Mikulak and Michael. E. Beauregard, (2009). <i>The Basics of FMEA</i>, 2th. Editions, Taylor & Francis Group . (DRM) 8. Merna, Tony and Faisal Al-Thani, (2008), <i>Corporate Risk Management</i>, 2nd Edition, John Wiley & Sons, LTd. (MF) 9. AS/NZS ISO 31000:2009
SUPPORTING REFERENCE

COURSE	BB184505 : Legal Aspects in Business
	Credits : 3 sks
	Semester : 5
COURSE DESCRIPTION	
<p>This course teaches students about the legal foundations on which businesses operate today. With a background in the legal and judicial systems, this course will discuss general principles of contracts and agreements, as well as review administrative laws and laws governing the formation and operation of various types of business organizations. This course will also cover current business issues such as employment relations, intellectual property rights, consumer protection, environmental law, and antitrust regulations, and students will be able to understand the steps that business people must take in resolving business disputes outside of the courts.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
1.2	Uphold the value of humanity in carrying out duties based on religion, morals, and ethics
2.4	Understand the concepts and theories of business responsibility towards social and environment
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the structure and processes of Indonesia's civil law system. 2. Recognize the various types of business organizations and the regulations that govern business organizational structures. 3. Recognize and understand the nature and characteristics of contracts and agreements. 4. Understand and recognize consumer protection, debtor-creditor relations, outsourced agencies, digital law, intellectual property, antitrust, and environmental regulations and laws. 5. Identifying out-of-court business dispute resolution 	
TOPICS	
<ol style="list-style-type: none"> 1. Legal Basics in Indonesia 2. Business Organization 3. Company Restructuring 4. Contract Law (Business Contract) 5. Debtor – Creditor Law (Credit and Financing) 6. Bankruptcy Law 7. Intellectual Property Law 8. Antimonopoly 9. Consumer Protection Law 10. Labor Law 11. Digital Law 	

12. Environmental Law
13. Business Dispute Resolution (ADR and Arbitration)
PREREQUISITE
None
MAIN REFERENCE
1. Silondae, Arus Akbar, Wirawan B. Ilyas. (2011). Pokok-pokok Hukum Bisnis. Salemba Empat
SUPPORTING REFERENCE
1. Kubasek, Nancy. K, Brennan, Bartley A. And Brown, M. Neil, (2012). The Legal Environment of Business: a Critical Thinking Approach, 6th edition, Pearson Education, Inc., 2. Clarkson, Kenneth W, Miller, Roger L. And Cross, Frank B. (2012). Business Law Text And Cases: Legal, Ethical, Global, And Corporate Environment, 12th edition. South Western Cengage Learning. 3. Fuady, Munir. Pengantar Hukum Bisnis: Menata Bisnis Modern di Era Global. Citra Aditya 4. Sariyah dan Ikkomatussuniah. Aspek Hukum Ekonomi Dan Bisnis. Untirta Press 5. KUHP

COURSE	BB184506 : International Business
	Credits : 3 sks
	Semester : 5
COURSE DESCRIPTION	
<p>This course provides basic knowledge and expertise regarding international business, which covers two aspects, namely aspects of government policy (international and national) and aspects of company operations. These include the introduction of international institutions and their role in international business and how to operate international / national policies in a company, and the tools used by companies to operate in international markets.</p> <p>At present, the company operates in an international business environment, where investment and trade are carried out between countries, both directly and indirectly. Because the business runs in a chain, an understanding of international business both macro and micro will help the company in determining its position in the market and choose an appropriate strategy and can run it.</p> <p>This course introduces data sources to find out the development of international markets, risks, challenges and opportunities in doing business between countries. This course also explains the differences between company management at the international vs. domestic level, for example in the areas of operations management, finance, HR management, operations management due to differences due to time, currency, culture, geography, etc.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.3	Being able to create sustainable value for business and society in general and work as part of a sustainable global economy.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students are able to understand the background of the occurrence of government cooperation in international relations both on a global and regional scale, understanding the forms and schemes of cooperation. 2. Students are able to understand the theories and policies of international trade and investment. 3. Students are able to understand factors that need to be considered in conducting international business relations. 4. Students are able to understand the managerial aspects of business activities between countries, both in the fields of marketing, human resources, operations and finance. 5. Students are able to identify opportunities, barriers and risks in entering international markets, as well as identify and choose the most appropriate strategy for a company in accordance with the characteristics of the company, industry, country of origin and destination country of destination. 	
TOPICS	
<ol style="list-style-type: none"> 1. Globalization 2. Differences between countries in terms of politics, economy, culture 3. International trade and investment theories and policies 	

<ol style="list-style-type: none"> 4. Regional cooperation (especially those followed by Indonesia) 5. International Monetary System 6. Internationalization strategy: market entry mode 7. International operations: global production, outsourcing, logistics, marketing, HRM
PREREQUISITE
<ol style="list-style-type: none"> 1. Human Resources Management 2. Operations Management 3. Marketing Management
MAIN REFERENCE
Hill, C. W. L., & Hult, G. T. M. (2017). International business: Competing in the global marketplace. Boston: McGraw Hill-Irwin. 9th edition
SUPPORTING REFERENCE
Raghunath, S., & Rose, E.L. (2017). International business: Perspectives on Implementation in Emerging Markets. London: Palgrave Macmillan.

COURSE	BB184601 : Internship
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
<p>Internship is a learning process for students individually or in groups to carry out practical work in companies/institutions/agencies. Internship is carried out in a business management function, which can be in the form of a business problem solving application, observation or just feel the experience of working in the real sense within a certain period of time. Through this course, students have the opportunity to apply business management theories that have been obtained during lectures in the world of work.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students are able to understand the benefits of practical knowledge in business management science so that they can better understand the application of theory in the world of work. 2. Students are able to experience working in a company / institution / agency 3. Students are able to apply scientific principles in compiling a scientific paper in the field of business management. 	
TOPICS	
<p>Internship can refer to one or a combination of work areas in the field of:</p> <ol style="list-style-type: none"> 1. Marketing Management 2. Financial Management 3. Operational Management 4. Human Resource Management 5. Entrepreneurship 	
PREREQUISITE	
None	
MAIN REFERENCE	
SUPPORTING REFERENCE	

COURSE	BB184602 : Project Management
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
Project management has many differences from business management. one of the reasons is due to the temporary span of the project. This course studies the management of projects both for small scale and large scale projects.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to differentiate project management from business management. 2. Able to know engineering techniques in project management. 3. Able to apply the practices of project planning including scheduling. 4. Able to make a comprehensive project planning report. 	
TOPICS	
<ol style="list-style-type: none"> 1. Project Management 2. Project Organization Structure 3. Project Planning 4. Project Scheduling 5. Contract Management 6. Quality Management 	
PREREQUISITE	
Introduction to Management	
MAIN REFERENCE	
Harold Kerzner . (2009) Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 10th ed. John Wiley and Sons, Inc.	
SUPPORTING REFERENCE	

COURSE	BB184603 : Taxation
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
<p>This course is designed and developed as a provision to manage aspects of taxation in business. This course is given as part of the importance of obedience to laws and regulations in business management. This course aims to provide insight and knowledge about the basic concepts of taxation and taxation systems in Indonesia. Included in this course are: understanding, principles, definitions, characteristics, functions, and types of taxes, general ways of tax collection, economic, legal, and administrative aspects of tax collection and other factors that affect collection tax. This course also discusses the tax provisions applicable in Indonesia for income tax and value added tax and sales tax on luxury goods.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
1.3	Acting as proud and loving citizens of the country, having nationalism and a sense of responsibility to the country and nation.
1.7	Obey the law and discipline in social and state life.
2.1.2	Able to show independent, quality and measurable performance.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the general tax provisions. 2. Calculate and report corporate and personal taxpayers income tax 3. Calculating value added tax (VAT) and sales tax on luxury goods (PPnBM). 	
TOPICS	
<ol style="list-style-type: none"> 1. General tax provisions 2. Income tax of corporate and personal taxpayers 3. Value added tax 4. Sales tax on luxury goods 	
PREREQUISITE	
Financial Accounting	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Siti Resmi, Perpajakan: Teori dan Kasus, Buku I dan 2 edisi terbaru, 2009, PT. Salemba Empat, Jakarta 2. Halim, Abdul; Amin Dara; Ickuk Rangga Bawono. 2014. Perpajakan: Konsep, aplikasi, contoh dan studi kasus. Jakarta: Salemba Empat 	
SUPPORTING REFERENCE	
<ol style="list-style-type: none"> 1. Untung Sukardji, Pokok-Pokok PPN (Pajak Pertambahan Nilai) Indonesia, Edisi Revisi 2012 [US] 2. Wirawan B Ilyas, Rudy Suhartono, Panduan Praktis:Pajak Penghasilan, 2009, Lembaga Penerbitan FEUI, Jakarta 3. Sony Agustinus, Panduan Praktis Perpajakan, 2009, CV Andi Offset, Yogyakarta 4. Waluyo;Wirawan, Perpajakan Indonesia, 2010, Jakarta, PT. Salemba 	

5. Soekrisno Agoes, Estralita T, Akuntansi Perpajakan, 2007, PT. Salemba Empat.
6. Undang-Undang KUP No. 28 Tahun 2007
7. Undang-undang PPh No 36 Tahun 2008
8. Undang-Undang PPN&PPnBM No. 42 Tahun 2009
9. Undang-Undang Pajak Daerah No. 28 Tahun 2009

COURSE	BB184604 : Business Valuation
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
<p>The key to retaining investors, both shareholders and debt holders, as well as other stakeholders, is to constantly create and realize company value. Increasing the value of the company is a mandate that management must follow when carrying out company functions. Determining the value of a company is a difficult task that requires a structured and comprehensive approach. The assumptions involved in calculating this value are also very diverse, including not only items directly related to finance, such as profit and loss statements, balance sheets, cash flow and taxation aspects, and the drivers that drive them, but also more subjective and difficult data. to be measured, such as market trends, adopted strategies, or even human resources involved in business management in addition. This course will teach you how to map, create, measure, and finally realize the value of your company.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 7. Students are able to comprehend Business Assessment, as well as the scope and difficulties encountered in conducting the assessment. 8. Students comprehend the approaches and methods used in conducting business assessments. 9. Students understand how to use the income approach to make an assessment. 10. Students understand how to use a relative approach to make an assessment. 11. Students understand how to use the asset approach to make an assessment. 12. Students are familiar with, comprehend, and comprehend appraisal practices, particularly those related to business appraisals, as well as special cases encountered in business appraisals. 	
TOPICS	
<ol style="list-style-type: none"> 11. Introduction to Business Valuation 12. Economical Method of Assessment 13. Relative Assessment Method 14. Asset-Based Method of Valuation 15. Special Topic Assessment 16. Appraisal Practice in Indonesia 	
PREREQUISITE	
Financial Accounting, Managerial Accounting, Financial Management	
MAIN REFERENCE	
Damodaran, Investment Valuation, Tools and Techniques for Determining the Value of Any Asset, Wiley, 2012	
SUPPORTING REFERENCE	

3. Koller et al, Valuation: Measuring and Managing the Value of Companies, 5th Edition, John Wiley, 2010
4. Pettitt & Ferris, Valuation for Mergers and Acquisitions, 2/E, Prentice Hall, 2013.
5. Alastair Day, "Mastering Cash Flow and Valuation Modelling", Prentice Hall, 2011.
6. Frykman & Tolleryd, "Corporate Valuation: an easy guide to measuring value", Prentice Hall, 2003.
7. Baker & English, "Capital Budgeting Valuation: Financial Analysis for Today's Investment Projects", John Wiley, 2011..

COURSE	UG4915 : Technopreneurship
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
This course gives students the knowledge and skills they need to identify and evaluate technology-based business opportunities in their field of expertise, as well as develop these opportunities. This course integrates an introduction to theory and hands-on experience in developing business ideas and opportunities. Finally, students must be able to incorporate business opportunities into an effective business plan.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
S4	Act as citizens who are proud of and love their country, who have nationalism and a sense of responsibility to the country and nation.
S10	The spirit of self-sufficiency, struggle, and entrepreneurship
S11	Make every effort to achieve perfect results.
S12	Working collaboratively to maximize their potential
KU2	Capable of demonstrating independent, quality, and measurable performance
KU7	Capable of being responsible for achieving group work results and supervising and evaluating the completion of work assigned to workers under their supervision
KU13	Capable of applying entrepreneurship and comprehending technology-based entrepreneurship.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Capable of adapting to changing circumstances and surviving in hazardous environments 2. Capable of adapting to uncertain situations through feasibility analysis 3. Capable of innovating and being creative in order to produce market-oriented technology-based business/product designs (prototypes) through the use of science and technology. 4. Capable of recognizing and formulating marketing models, as well as formulating needs for HR aspects, using a marketing strategy approach based on stages realized in simulations to foster a sense of team responsibility that prioritizes business ethics. 5. Capable of preparing financial plans and formulating operational needs for business proposals. 6. Capable of preparing appealing business plan proposals and persuading investors 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Technopreneur and Business 2. Identify Opportunities and Generate Business Ideas 	

<ol style="list-style-type: none"> 3. Business Eligibility 4. Develop an effective Business Model 5. Systematics of Writing a Business Plan 6. Marketing Management 7. Operations and HR Management 8. Financial Management
PREREQUISITE
-
MAIN REFERENCE
Tim Pengembangan Technopreneurship ITS. (2015). Technopreneurship. Surabaya: ITS Press
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 1. Barringer, B. R., & Ireland, R. D. (2010). Entrepreneurship: Successfully launching new ventures. Upper Saddle River, N.J: Prentice Hall. 2. International Labor Organization, Generate Your Business Idea 3. International Labor Organization, Memulai Bisnis 4. Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business model generation: A handbook for visionaries, game changers, and challengers.Hoboken, NJ: Wiley. 5. William, B. K., Sawyer, S. C., Berston, S., (2013). Business: A Practical Introduction. Upper Saddle River, N.J: Prentice Hall

COURSE	BB184603 : Seminar
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
This course provides students with an understanding of the theoretical functional theory of management and its application to research and its application. This course is an introduction to the research process of business management students. Students will study and discuss basic and contemporary theories of functional management so that they are able to find theoretical gaps in a science.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.3.2	Able to select, analyze, synthesize, and evaluate business information.
4.3.4	Understand the concepts of research and publication for scientific development in the field of business management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students are able to explain and understand the basic theory of functional management which they take in the field of concentration 2. Students are able to find and understand the concept of solving gap problems in the chosen field of concentration 3. Students are able to understand and explain scientific papers properly and completely. 	
POKOK BAHASAN	
<ol style="list-style-type: none"> 1. Scientific Work 2. The basic theory of functional management 3. Contemporary theory of functional management 	
PRASYARAT	
PUSTAKA UTAMA	
PUSTAKA PENDUKUNG	

COURSE	BB184701 : Strategic Management
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
Strategic Management is a series of activities on decision making that are fundamental and comprehensive, and is accompanied by the determination of the manner in which the application is made by the leadership and also carried out by all parties involved in a company in achieving the expected goals. Strategic Management is also a system that is used as a unit in having various interrelated components that influence one another and move simultaneously in the same direction. Strategic Management responds to the dynamics that occur both from the internal and external environment which will then continue with how to strive to adjust until finally the goals set can be immediately implemented or well realized.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.1.1	Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of science and technology that pays attention to and applies humanities in accordance with their fields of expertise.
2.2.1	Able to study the implications of the development or implementation of technological science that pays attention to and applies the value of the humanities in accordance with their expertise based on the rules, procedures and scientific ethics in order to produce solutions, ideas, designs or art criticisms, compile scientific descriptions of the results of their studies in the form of thesis or final project report , and upload it on the college page.
2.3.2	Able to maintain and develop network with supervisors, colleagues, colleagues both inside and outside the institution.
3.1.3	Able to create sustainable value for business and society in general and work as part of a sustainable global economy.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Provide fundamental understanding for students in the rules and scope of strategic management. 2. Having the ability to recognize and identify the vision and mission, stakeholders, and strategic issues facing a company. 3. Having the ability to analyze and formulate corporate strategies that are appropriate to environmental, internal and external conditions. 4. Having the ability to recognize the factors that need to be considered in implementing the strategy, and be able to design an organizational climate that is responsive to change. 5. Able to design a strategic planning model in a company. 6. Being able to apply the writing, questioning, analysis, and presentation skills needed in business management disciplines. 	
TOPICS	
1. Stakeholders	

<ol style="list-style-type: none"> 2. Vision, mission, goals, and organizational values 3. External and internal analysis 4. Strategy formulation 5. Implementation of the strategy 6. Blue ocean strategy 7. Strategic alliances and architecture
PREREQUISITE
None
MAIN REFERENCE
David, F.R., 2005. Strategic Management. 10th Edition. Prentice Hall, Pearson Education Inc., Upper Saddle River, New Jersey.
SUPPORTING REFERENCE

COURSE	BB184702 : Business Consulting Project
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>The course provides a unique opportunity for the student to implement their previous management knowledge, build their skills in business management through learning-by-doing, develop their sense of business by collaborating with Small Medium Enterprises (SMEs) and improving their business communication skills.</p> <p>The business consulting project course will assign students into a group of four, to work with an SME, that need support to sustain the business. The students will work together with SME's owner to identify problems, define the scope of project and timeline, and act on it. The SMEs' challenge may include marketing, operations, finance, human resource management, strategy, communication, and technology.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.3.2	Able to maintain and develop working networks with mentors, colleagues, colleagues both inside and outside the institution.
3.3.3	Able to think creatively and innovatively in solving sustainable business problems.
3.4.3	Able to think creatively and analytically in identifying business opportunities.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Ability to identify problem, and scope it 2. Ability to draft project Terms of Reference and Contract 3. Ability to implement their knowledge on certain aspect of business 4. Ability to communicate effectively with various level of people in different organization. 	
TOPICS	
<ol style="list-style-type: none"> 1. Problem identification 2. Scope of work 3. Deliverable 	
PREREQUISITE	
Human Resource Management, Financial Management, Operation Management, Marketing Management	
MAIN REFERENCE	
SUPPORTING REFERENCE	

COURSE	UG184916 : Concept of Technology
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>Concept of Technology course is one of the Institute's content courses that must be taken. The IAT course is the hallmark of ITS, which will inspire students in developing insights into science, technology and innovation as well as the form of their application in society and the environment. Students will receive material 1) Systems Theory and Systematic Thinking, 2). Knowledge of ITS and National Research Roadmap, 3) Concepts and Knowledge of SDG's., 4). Introduction to Science and Technopark (STP), 5). Creative and Innovative Concepts, 6) Opensource Technology Concept, 7) Making Student Creativity Program Proposals or similar programs in preparing innovation-based projects along with PKM Proposal outputs (Articles and Videos). At the end of the lecture, students are able to prepare a Student Creativity Program Proposal (PKM). The benefits of learning IAT courses are: Students are able to explain, explain and implement problems in society and the environment with the Technology Application approach and expertise in their fields in accordance with the principles in the IAT teaching material.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.3	Able to create sustainable value for business and society in general and work as part of a sustainable global economy.
3.4.1	Understand the techniques and use of software in business analysis both in function
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to work together and have social sensitivity, as well as concern for the community and the environment 2. Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pays attention to and applies humanities values in accordance with their field of expertise 3. Able to use Technology Applications for the development or implementation of scientific technology based on scientific principles, procedures and ethics in order to produce solutions and ideas. 4. Able to compile final reports / proposals or research / innovation projects / Student Creativity Program (PKM). 	
TOPICS	
<ol style="list-style-type: none"> 1. Systems Theory and Systemic Thinking 2. Roadmap knowledge of National Research and ITS 3. Theory and Concept of Sustainable Development Goals (SDGs) 4. Introduction to Science Technopark (STP) 5. Creative and Innovative Knowledge 6. Opensource Technology and Mobile Applications 7. PKM Proposal Guidance Discussion 	

PREREQUISITE
➤ Minumum Semester 5
MAIN REFERENCE
<ol style="list-style-type: none"> 1. Akhmad Hidayatno, "BERPIKIR SISTEM", Pola Pikir Untuk Pemahaman Masalah Yang Lebih baik. 2016. Universitay of Indonesia. 2. Buku Tim Pengembang Mata Kuliah Wawasan Teknologi dan Komunikasi Ilmiah , "Wawasan Teknologi & Komunikasi Ilmiah", ITS Press, Surabaya, 2015. 3. Alfred Watkins and Michel Ehst, "Science, Technology and Innovation: Capacity Building for Sustainable Growth and Poverty Reduction", The International Bank for Reconstruction and Development, Washington DC, 2008. 4. Frieder Meyer Krahmer, "Innovation and Sustainable Development-Lesson for Innovation Policies, " A Springer-Verlag Company, Heidelberg, 1998. 5. Buku : ARAHAN Pelaksanaan Tujuan Pembangunan Berkelanjutan/SDGsTeam Leader Sekretariat SDGs Kementerian PPN/Bappenas, 1 Februari 2018, Alamat Kontak: Website : sdgs.bappenas.go.id
SUPPORTING REFERENCE

COURSE	BB184703 : Innovation Management and Product Development
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
This course provides knowledge on how to deliver and manage innovations in organizations and especially in relation to the creation of new products and the management of existing products.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.3.2	Able to maintain and develop working networks with mentors, colleagues, colleagues both inside and outside the institution.
3.3.3	Able to think creatively and innovatively in solving sustainable business problems.
3.4.3	Able to think creatively and analytically in identifying business opportunities.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students are able to think critically and creatively. 2. Students are able to carry out techniques to generate new ideas to solve problems critically and creatively. 3. Students know about the importance of product management for the company's future. 4. Students have knowledge of product management in accordance with the character and objectives of the company. 	
TOPICS	
<ol style="list-style-type: none"> 1. Idea Generated 2. Innovation Management 3. Product life cycle 4. Product line management 	
PREREQUISITE	
Marketing Management	
MAIN REFERENCE	
Merle Crawford and Anthony Benedetto, "New Products Management" 9th Edition, International Edition 2008, McGraw Hill.	
SUPPORTING REFERENCE	

COURSE	BB184801 : Marketing for High-Tech Product
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
Marketing for high-tech is needed due to the environment dynamic, in which they rapidly changed as well as the need of decision making with incomplete information. This course describes the understanding of interval innovation, the vital of research and development stages, and the life cycle of products and businesses. Not only covers the high-tech industries in specific, this course is designed to explore more on diversity on the existed high-tech products/services. However, because most of the high-techs are used by business consumers (this is in contrary with individual consumers/household), many principles are discussed with b2b marketing approaches. Issues faced by small and big businesses will also be addressed. This course will provide the balance between theoretical (reading concept) and practical analysis (industrial analysis, case studies, and projects).	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.2	Able to apply managerial functions in the field of Marketing management.
3.6	Able to communicate effectively, both verbally and in writing, using various communication channels.
4.2.3	Understand the theories and basic principles of marketing management.
4.3.1	Mastering and understanding quantitative and qualitative techniques in solving business problems.
4.3.2	Understand the techniques and use of software in business analysis.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Define the characteristics of high-tech industries 2. Understand the types of innovations and marketing impacts 3. Explain the needs and issues in adoption and consumer based orientation 4. Understand how to use the tools for marketing research/intelligence in hig-tech industries 5. Demonstrate the alliance strategy and partnership in marketing technology 6. Understand the policies and considerations of ethics in technological area 7. Memahami kebijakan dan pertimbangan etis dari area teknologi 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to marketing the latest technology 2. Strategic market planning in cutting-edge technology companies 3. Market, consumers, and technology in the latest technology 4. Pricing and distribution of the latest technology market 5. Strategic considerations of marketing communication 	
PREREQUISITE	
Marketing Management	
MAIN REFERENCE	

Jakki, J. M. (2010). Marketing of High-Technology Products and Innovations, 3rd Edition. Pearson International Edition

SUPPORTING REFERENCE

COURSE	BB184702 : Thesis	
	Kredit	: 6 sks
	Semester	: 8
COURSE DESCRIPTION		
Thesis is a course that is equivalent to 6 SKS that must be taken by each Business Management student of the Sepuluh Nopember Institute of Technology (MB-ITS) as a condition for completing a Bachelor's degree and earning a Bachelor's degree. Thesis has a goal so that students are able to explain, analyze and apply all knowledge and educational experience based on basic subjects and electives in the area of expertise they are interested in. Therefore, it is expected that the Thesis can be used as a means of expressing the creativity of students to design, plan, evaluate, improve, innovate, as well as provide solutions to real problems (problem solving) contained in the object of study relating to aspects of business management. The form of the thesis is in the form of a written scientific report that follows the rules of the research method and the writing of a standard scientific paper.		
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM		
1.8	Internalizing academic values, norms, and ethics.	
1.9	Demonstrate an attitude of responsibility for work in their field of expertise independently.	
3.1.2	Able to apply the latest business concepts and philosophies into business and management issues in various fields.	
4.3.4	Understand the concepts of research and publication for scientific development in the field of business management.	
COURSE LEARNING OBJECTIVE		
<div>1. Able to apply various theories obtained during lectures to solve business management problems.</div> <div>2. Able to identify problems, design research methods, collect and process data, and communicate in oral and written forms.</div> <div>3. Able to apply scientific principles in compiling a scientific paper in the field of business management.</div>		
TOPICS		
<div>Thesis can refer to one or a combination of research areas:</div> <div>1. Marketing Management</div> <div>2. Financial Management</div> <div>3. Operational Management</div> <div>4. Human Resource Management</div> <div>5. Entrepreneurship</div>		
PREREQUISITE		

MAIN REFERENCE
SUPPORTING REFERENCE

COURSE	BB184802: Performance Management
	Kredit : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>Humans are a very vital variable in determining success and showing competitive advantage. Organizations with employees who are motivated and talented in delivering services to consumers will be at the forefront of the competition, even though the products offered are similar to those offered by competitors. Performance management is an ongoing process of identifying, measuring and building performance in the organization by linking individual performance and objectives to the overall mission and objectives. Performance management is critical for organizations, both for-profit and non-profit as well as local and international in all industries. Thus, the performance of the organization is highly dependent on the performance of its people, no matter how big the organization's size, objectives or characteristics are.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
2.3.2	Able to maintain and develop networks with mentors, colleagues, peers both inside and outside the institution.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand common issues related to performance management and business strategy considerations related to performance management. 2. Understand the details of the system implementation that can provide many benefits for all managers, where the system consists of discussing technical aspects, assessment forms, and performance management system steps. 3. Discusses problems from employee development, such as development planning, measuring performance, and constructive feedback. 4. Discusses the relationship between performance management, rewards, team law, and how the performance management system understands team performance. 	
TOPICS	
<ol style="list-style-type: none"> 1. Performance management and rewards 2. Performance management process 3. Performance management and strategic planning 4. Determine performance and choose a measurement approach 5. Measure results and behavior 6. Gather performance information 7. Implementation of a performance management system 8. Performance management and employee development 9. Performance management skills 10. Reward system and legal issues <p>Manage team performance</p>	
PREREQUISITE	

Human Resource Management, Operations Management
MAIN REFERENCE
Aguinis, H. (2013) Performance Management (3rd Edition).Pearson.
SUPPORTING REFERENCE
<ol style="list-style-type: none"> 1. Niven, Paul R. (2006) Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results (2nd Edition). John Wiley and Sons, Inc 2. Kaplan, Robert S., and Norton, David P. (2001). The strategy-focused organization. Harvard Business School Press. 3. Keegan, D.P., Eiler, R.G., and Jones, C.R. (1989). Are your performance measures obsolete?, Management Accounting, June, 45–50. 4. Cross, K.F., and Lynch, R.L. (1989). The SMART way to sustain and define success. <i>National Productivity Review</i>, 8 (1), 23–33. 5. Fitzgerald, L., Johnston, R., Brignall, T.J., Silvestro, R. and Voss, C. (1991). <i>Performance Measurement in Service Businesses</i>. The Chartered Institute of Management Accountants, London. 6. Bititci, U.S., Carrie, S., and McDevitt, L. (1997). Integrated performance measurement system: a development guide. <i>International Journal of Operations /@ Production Management</i>, 17(5), 522-534. 7. Neely, A.D., Adams, C. and Kennerley, M., 2002, <i>The Performance Prism: The Scorecard for Measuring and Managing Business Success</i>, FT Prentice Hall, London.

ELECTIVE COURSES

COURSE	BB184901 : Service Marketing
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>This marketing course provides students with an introduction into the area of Service Marketing. Emphasis is given to the appreciation and understanding of the unique challenges inherent in managing and delivering high quality services (versus product marketing). Class sessions will primarily center around case-based learning, with lectures to highlight key frameworks and concepts. Assignments provide students with a hands-on understanding of concepts and methods being used by practitioners in today's competitive markets to analyze customer/client requirements; measure service quality; and design, promote, and deliver outstanding service. The course is designed for individuals who manage or aspire to manage professional practices in such areas as law or accounting, or service products and activities in financial, healthcare, educational, high-tech, manufacturing, and retail organizations (HBS, 2015).</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to understand how customer behavior and expectations play a role in the service environment 2. Able to understand about Key considerations in selling and marketing services 3. Able to understand about branding, promoting and positioning of services 4. Able to understand the complexities of managing demand and capacity in service organizations 5. Able to understand about distribution and pricing considerations 6. Able to understand about how to build customer loyalty and assess customer lifetime value 7. Able to identify and analyze the various components of the "services marketing mix"-- the original 4Ps plus the physical environment, processes, and people. 8. Able to understand how "service" can be a competitive advantage in managing organizations. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Service Marketing 2. Consumer Behavior in a Services Context 3. Positioning Services in Competitive Markets 4. Developing Service Products: Core and Supplementary Elements 5. Distributing Services 6. Setting Prices and Implementing Revenue Management 7. Promoting Services and Educating Customers 8. Designing and Managing Service Processes 	

9. Crafting the Service Environment 10. Managing People for Service Advantage 11. Managing Customer Relationship & Building Loyalty 12. Complaint Handling and Service Recovery 13. Improving Service Quality and Productivity
PREREQUISITE
<ul style="list-style-type: none"> • Marketing Management • Consumer Behaviour
MAIN REFERENCE
Lovelock, C.H., Wirtz, J., Service Marketing: People, Technology, Strategy, 7/E, World Scientific.
SUPPORTING REFERENCE
1. Zeithaml, V., Bitner, M.J., Gremler, D.: Service Marketing, Mc-Graw Hill. International Edition, latest edition, McGraw-Hill Higher Education. 2. • Hoffmann, D., Bateson, J. Services Marketing: Concepts, Strategies, & Cases, International Student Edition, latest edition, Thomson Higher Education.

COURSE	BB184902 : Strategic Marketing
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
<p>This course is a comprehensive, practice-driven approach to developing decision-making skills in marketing. Decision-making in marketing is first and foremost, a skill. And since all skills are learned through practice, Strategic Marketing balances the concepts and tools used for solving marketing problems with numerous case studies that challenge students to apply what they've learned. The basic objective of this capstone course is to integrate the knowledge you have acquired through your prior coursework in marketing and related subjects to provide a foundation for making complex marketing decisions. It is assumed that you have sufficient background to deal with a variety of marketing problems to make competent decisions. The focus is on a customer-oriented approach to the marketing organization, market definition, and market segmentation; as well as an entrepreneurial approach to strategic choice. Throughout the unit the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it, and using it as the basis for business recommendations.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. To understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces 2. To assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment; 3. Develop an understanding of marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage; 4. Critically examine problem areas, develop feasible marketing investment decision options, develop key recommendations, and communicate this strategic thinking to others. 5. To use appropriate theoretical frameworks and models in marketing to evaluate situations and develop options and recommendations, and deliver an outstanding presentation when reporting a marketing strategy report. 	
TOPICS	
<ol style="list-style-type: none"> 9. Introduction to Business Valuation 10. Economical Method of Assessment 11. Relative Assessment Method 12. Asset-Based Method of Valuation 13. Special Topic Assessment 14. Appraisal Practice in Indonesia 	
PREREQUISITE	
<ul style="list-style-type: none"> • Marketing Management 	

MAIN REFERENCE	
Kerin, R., Peterson, R., Strategic Marketing Problems, 13/E, Prentice Hall, 2013	
SUPPORTING REFERENCE	
1.	Kotler, P., & Keller, K.L.. (2014). Marketing Management. Pearson, Pretince Hall.
2.	Sumarwan et al. (2010). Pemasaran Strategik. Bogor: IPB Press.0132747251

COURSE	BB184903 : Brand Management
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>This course deals with brands—why they are important, what they represent to consumers, and what firms should do to manage them properly. As many business executives correctly recognize, perhaps one of the most valuable assets a firm has are the brands it has invested in and developed over time. Although competitors can often duplicate manufacturing processes and factory designs, it's not so easy to reproduce strongly held beliefs and attitudes established in the minds of consumers. The difficulty and expense of introducing new products, however, puts more pressure than ever on firms to skillfully launch their new products as well as manage their existing brands.</p> <p>Although brands may represent invaluable intangible assets, creating and nurturing a strong brand poses considerable challenges. Fortunately, the concept of brand equity—the main focus of this book—can provide marketers with valuable perspective and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for their brands. Think of brand equity as the marketing effects uniquely attributable to the brand. In a practical sense, brand equity is the added value a product accrues as a result of past investments in the marketing activity for the brand. It's the bridge between what happened to the brand in the past and what should happen to it in the future (Keller, 2015).</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of marketing management.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students able and understand to create brand attributes 2. Students understand how to build brand and measure brand equity 3. Demonstrate knowledge of the nature and processes of branding and brand management. 4. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas. 5. Appraise the key issues in managing a brand portfolio and making strategic brand decisions. 6. Students able to use appropriate theoretical frameworks and models to evaluate situations and develop options and recommendations, and deliver an outstanding presentation when launching a new brand. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction: What is Branding? 2. Tourism Branding 	

3. Visual Thinking
4. Need Analysis
5. Brand Audit
6. Brand Resonance and Value Chain
7. Choosing Brand Elements To Build Brand Equity
8. Designing Marketing Programs and IMC To Build Brand Equity
9. Leveraging Secondary Brand Associations to Build Brand Equity
10. Developing a Brand Equity Measurement and Management System
11. Digital Marketing and Branding
12. Personal Branding

PREREQUISITE

- Marketing Management

MAIN REFERENCE

Keller, K.L. (2013). Strategic Brand Management 4E. Pearson, Prentice Hall.

SUPPORTING REFERENCE

Keller, K.L. & Sichel, L.B. (2015). Best Practice Cases in Branding, Strategic Brand Management, 4/E. Pearson, Prentice Hall.

COURSE	BB184904 : Marketing Research
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
<p>Marketing research is an integral part of marketing. Its task is to assess information needs and provide management with relevant, accurate, reliable, valid, and current information to aid marketing decision making. Companies use marketing research to stay competitive and to avoid high costs of poor decisions based on unsound information. If you are a marketing major, understanding your consumers, suppliers, channel partners, employees, and competitors and the environment is your foundation for developing effective marketing programs. You gain that understanding by conducting marketing research. If you are not a marketing major, any company or organization you work for will use marketing research information for making decisions. You will want to understand how to generate such information and how to evaluate its relevance, accuracy, and usefulness. You will have many opportunities to see how marketing research affects management decisions in chapter features including Real Research, Active Research, Experiential Research, Decision Research, Project Research, cases, video cases, and extensive review questions, problems, Internet and computer exercises, and activities (role playing, fieldwork, and group discussions).</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of marketing management.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understanding the aspects of research in marketing. 2. Understanding the marketing research model 3. Able to use the proper methodology in marketing research 4. Able to develop research paper. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Marketing Research 2. Defining the Marketing Research Problem and Developing an Approach 3. Research Design 4. Measurement and Scaling 5. Questionnaire and Sampling 6. Frequency Distribution, Cross-Tabulation, and Hypothesis Testing 7. Analysis of Variance and Covariance 8. Correlation and Regression 9. Factor Analysis 10. Structural Equation Modeling and Path Analysis 11. Discriminant and Logit Analysis 	

12. Cluster Analysis 13. Multidimensional Scaling and Conjoint Analysis 14. Mix Method Design 15.
PREREQUISITE
Marketing Management
MAIN REFERENCE
Malhotra, N. K., Nunan, D., & Birks, D. F. (2019). Marketing research: An applied approach. Pearson Education Limited.
SUPPORTING REFERENCE
Creswell, J. (2013) Research Design : Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publishing.

COURSE	BB184906 : Integrated Marketing Communication
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
This course will concentrate on the critical marketing topic of communication. We will look at communication strategy and the effective use of communication elements such as advertising, sales promotion, personal selling, public relations, and media. Lectures, discussions, group projects and presentations, and case study methodology will be used in the learning experiences.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of marketing management.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Recognize and define Integrated Marketing Communications (IMC); 2. Describe the components of IMC and how each contributes to the development of an IMC strategy. 3. Show that you understand IMC and how to apply it to business strategic planning principles. 4. Make plans for integrated media. 5. Make a plan for integrated marketing. 6. Understanding how to evaluate marketing communications programs will help you measure the performance of your plans. 	
TOPICS	
<ol style="list-style-type: none"> 1. IMC Introduction 2. IMC's Role in Brand Equity 3. Major Decisions in IMC 4. Advertising Management 5. Traditional Advertising, Internet and More 6. Sales Proposition Management Sales Promotion and Trade Promotion 7. Premium Promotions and more 8. Public Relations 9. Word-of-Mouth, Exhibition and Sponsorship 10. Signate and Purchase Communication 11. Ethical, Regulatory, and Environmental Issues 	
PREREQUISITE	
Marketing Management	
MAIN REFERENCE	
Terence A. Shimp, 2010, Integrated Marketing Communication in Advertising and promotion -8/E.	

SUPPORTING REFERENCE

COURSE	BB184911 : Logistics and Supply Chain Management
	Credits : 3 sks
	Semester : 6
COURSE DESCRIPTION	
Logistics and Supply Chain Management deals with the integrated approach for designing and managing the flows of materials, information, and funds not only within an internal company, but across organizations within a supply chain. Through this course students are expected to learn various concepts, methods, and tools to design / manage the flows of the above three elements to achieve competitive advantage.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the theories and basic principles of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. To provide students with the principles and practices, knowledge, and attributes of a logistic professional that are required in today's increasingly complex global business environment 2. To gain knowledge and skills in the development and operation of integrated logistics, supply management, warehousing, inventory, transportation, and long-term business relationships in an international business setting. 3. To comprehend the significance of logistics functions and their integration with other business functions. 4. To assess, monitor, and maintain logistical quality systems through the effective use of information technology, human resources, and accounting processes. 5. Allow students to conduct research, critique, and evaluate the implementation of cost-effective solutions to help businesses improve their competitive advantage. 6. To foster independent and academic learning skills, allowing graduates to continue their professional development, including further study at the undergraduate or postgraduate level 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Logistics and supply chain management: background, scope, players, processes. 2. Inventory Management in Supply Chain: concept, models, and integration issues (VMI, joint economic lot sizing, considering uncertainty, etc.) 3. Inventory Management in Supply Chain: the inventory vs service level connections 4. Sourcing Decision in Supply Chain 5. Transportation in Supply Chain 6. Warehousing management 7. Supply chain risk management 	

8. IT for LSCM
9. Pricing and Revenue Management
PREREQUISITE
Operations Management
MAIN REFERENCE
Chopra, S., and Meindl, P. (2016). Supply chain management: Strategy, planning, and operations, 6th Edition. Pearson.
SUPPORTING REFERENCE
<ul style="list-style-type: none"> • Pujawan, I N. and Mahendrawathi Er (2017). Supply Chain Management, 3rd Ed. • Simchi-Levi, D., Kaminski, P., and Simchi-Levi, E. (2008). Designing and managing the supply chain: Concept, strategies, and case studies. 3rd Edition, Irwin McGraw-Hill. • Coyle, J. J, Bardi, E., Langley, C. J. (2003), The Management of Business Logistics, 7th Ed, South-Western

COURSE	BB184912 : Business Process Management
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>Business processes represent one of the core assets of organizations for many reasons. They have direct impact on the attractiveness of products and services, influence customer experiences and ultimately revenue in case of corporations. Processes orchestrate corporate resources to fulfil these external demands and therefore are a key factor determining the cost-to-serve and operational efficiency. In particular, they determine tasks, jobs, and responsibilities and by this, shape the future work of every employee and machine along a business process. Processes are the arterial system within organizations and in inter-organizational supply networks. Consequently, any process failure can bring corporate life and the entire process ecosystem to a standstill. Processes determine the potential and speed of an organization to adapt to new circumstances and to comply with a fast-growing number of legislative requirements. However, unlike other corporate assets such as products, services, workforce, brand, physical or monetary assets, the significance of business processes had not been appreciated for a long period. Despite the fact that processes are the lifeblood of an organization, they did not develop the status of a primary citizen in boardroom discussions and managerial decision-making processes until the very end of the twentieth century. The growing demands for globalization, integration, standardization, innovation, agility, and operational efficiency, coupled with the opportunities raised by digital technologies, have finally increased the appetite for reflecting on and ultimately improving existing as well as designing entire new business processes.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the theories and basic principles of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understanding the process of identification, discovery, analyze, redesign, implementation and monitoring of any business process. 2. Able to analyze, design, as well as develop the adequate business process modeling with the various tools explained during the course. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Business Process Management 2. Process Identification 3. Essential Process Modeling 	

4. Advanced process Modeling
5. Process Discovery
6. Qualitative Process Analysis
7. Quantitative Process Analysis
8. Process Redesign
9. Process Aware Informations Systems
10. Process Implementation with Executable Models
11. Process Monitoring

PREREQUISITE

Operations Management

MAIN REFERENCE

Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2017). Fundamentals of business process management (2nd Edition). Heidelberg: Springer.

SUPPORTING REFERENCE

Journals and Websites

COURSE	BB184914 : Multi Criteria Decision Making
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>Multi Criteria Decision Making (MCDM) is an elective course which is concerned with structuring, planning, and solving problem and decision involving multiple criteria and multi objective environment. One of the aims for this course is to provide students with an understanding of decision making process and to explain the conflicting criteria and objective facing in real system decision. Another aim is to prepare the student to be able to implement the solution technique of MCDM to analyse the decision problem facing in industries, corporate, organization unit or any kind of decision level where problems are considered having multi objective or else multicriteria</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the theories and basic principles of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. To have enough knowledge about multicriteria decision making problems. 2. To be able to decide the best methodology on problem solution processes, having enough knowledge and experience on related topics. 3. To be able to use the fundamental softwares on related topic to increase the performance of solution systems 4. To have ability to decide the most appropriate methodology on multicriteria decision making problems and being able to apply them to solution processes. 	
TOPICS	
<ol style="list-style-type: none"> 1. Intoduction to MCDM 2. MCDM Concept 3. MCDM Goal Programming 4. Simple Additive Weighting (SAW) & SMART Method 5. MCDM Method: TOPSIS, ELECTRE, AHP, ANP, DEMATEL 	
PREREQUISITE	
Operations Management	
MAIN REFERENCE	
Tzeng, G-H. & Huang, J-J. Multiple Attribute Decision Making: Methods and Applications, Chapman and Hall/CRC, 2011.	
SUPPORTING REFERENCE	

- Saaty, T.L. & Vargas, L.G. Models, Methods, Concepts and Applications of the Analytic Hierarchy Process, 2nd ed., Springer,2012
- Journals and Websites

COURSE	BB184914 : E-Business Modeling and Analysis
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
This course provides an understanding of E-Business knowledge, which includes a variety of models, analysis and design, E-Business creation, implementation, and evaluation. This course also includes an understanding of E-Business concepts and theories, as well as the skills required to improve business processes in order to support competitive advantage in companies/organizations through E-Business.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the theories and basic principles of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the fundamental concepts of E-Business and its model variations on the business processes of the company/organization. 2. Understand and be able to analyze the E-Business model in a variety of industries. 3. Understand how to use E-Business for innovation and competitive advantage by designing, creating, implementing, and evaluating E-Business. 4. Recognize the issues and challenges associated with the implementation of E-Business. 5. Possess the necessary writing, question-and-answer, and presentation skills in the field of E-business. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to E-Business and E-Commerce 2. E-Commerce Basics 3. E-business infrastructure 4. Change management 5. Analysis and Design 6. Implementation and Maintenance 7. Midterm exam 8. E-Environment 9. E-Business Strategy 10. E-Business For Supply Chain Restructuring 11. E-Procurement 12. E-Marketing 13. E-CRM 	
PREREQUISITE	
Operations Management	

MAIN REFERENCE
Chaffey, D. (2009). E-Business and E-Commerce Management: Strategy, Implementation and Practice, 4th Edition. FT Prentice Hall. ISBN: 0273719602, 9780273719601.
SUPPORTING REFERENCE
Journals and Websites

COURSE	BB184916 : Business Simulation
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
The Business Simulation course aims to be able to evaluate a system with tools in the form of hardware and software to represent the behavior of a real system. This course discusses the process of simulating a discrete and dynamic system in a business to get recommendations for system improvement.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the theories and basic principles of operational management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to describe systems, models, and simulations 2. Understand queuing system simulation with several types of services 3. Know and understand discrete system simulation and dynamic simulation, as well as data collection techniques 4. Understand the use of simulation software and how to apply it to case studies 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Simulation 2. Discrete Event Simulation 3. Data Collection and Analysis 4. Monte Carlo Simulation 5. Introduction to Discrete Simulation Practicum Arena with Arena Software 6. What is system, complexity problem and structure 7. Behavior and Mental Models; Learning in systems thinking and paradox in Business Thinking (Traditional versus System Thinking); System Thinking and simulation: introduction to CLD 8. System Thinking: Archetype and 11 LAWS 9. Modeling Process in System Dynamic: General insight 10. Problem definition (key variable, time horizon, reference modes and Simulation model formula) 11. Formulation of Dynamic Hypothesis (CLD to SFD, Policy Structure (IO Diagram) and Policy Design) 12. Introduction to Stella 	
PREREQUISITE	
Operations Management	
MAIN REFERENCE	
Simulation with Arena By W. David Kelton and Randall Sadowski and Nancy Zupick.	
SUPPORTING REFERENCE	

COURSE	BB184921 : Financial Project
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
This course provides an understanding of E-Business knowledge, which includes a variety of models, analysis and design, E-Business creation, implementation, and evaluation. This course also includes an understanding of E-Business concepts and theories, as well as the skills required to improve business processes in order to support competitive advantage in companies/organizations through E-Business.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the fundamentals and concepts of non-recourse financing as a business financing alternative. 2. Analyzing business opportunities to see if they have the potential to be structured as project financing. 3. Analyze the risks associated with various types of project financing. 4. Understand the project financing structure and documentation. 5. Capable of developing a project financing model 6. Capable of evaluating alternative project financing strategies. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction and Concept of Project Finance; Project Finance and Public Private Partnership 2. Public Private Partnership in Indonesia : Regulation, Basis and Application 3. Risks in Large-Scale Projects 4. Project Company Business Model 5. Project Management and Development 6. Project Finance Models and Alternatives 7. BOT and Concession 8. Markets and Financial Resources 9. Value for Money 10. Project Viability Analysis 11. Financial Modeling 	
PREREQUISITE	
Financial Management	
MAIN REFERENCE	
1. Yescombe, E. R., Principles of Project Finance, Academic Press, 2002	

2. Finnerty, J., Project Financing : Asset Based Financial Engineering, John Willey & Sons, Inc, 3rd edition, 2012
3. Esty, B., Modern Project Finance : A Casebook, John Willey & Sons, Inc, 2004

SUPPORTING REFERENCE

1. Pretorius, F., Project Finance for Construction and Infrastructure, Blackwell Publishing, 2008
2. Morisson R., The Principles of Project Finance, Gower Publishing Ltd, 2012
3. Yescombe, E. R., Public Private Partnership : Principles of Policy and Finance, Elsevier, 2007

COURSE	BB184922 : Personal Financial Management
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
This course provides an understanding of personal financial management. This course will provide provision for personal financial decision making to build a career and set personal financial goals. A number of materials taught in this course includes financial check-ups, investment planning, tax planning, insurance, and planning retirement and estate planning.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Capable of explaining personal financial management concepts and processes, as well as situation assessment personal budgeting 2. Capable of developing financial planning strategies for asset creation 3. Capable of developing asset protection financial planning strategies 4. Capable of developing asset distribution financial planning strategies 	
TOPICS	
<ol style="list-style-type: none"> 1. Getting Started with Personal Financial Planning 2. Career planning 3. Cash flow planning 4. Debt 5. Non-financial investment 6. Financial investment 7. Insurance planning 8. Educational Planning 9. Tax Planning 10. Old age planning and estate planning 11. Sharia financial planning 	
PREREQUISITE	
Financial Management	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Altfest, Lewis. (2017) Personal Financial Planning. Irwin / McGraw – Hill, 10th ed [LA] 2. Garman, E. Thomas dan Raymond E. Forgue. 2015. Personal Finance 13th Edition. [GF] 	
SUPPORTING REFERENCE	

COURSE	BB184923 : International Financial Management
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>This course focuses on the theoretical and practical knowledge required for managing multinational corporations' financial and investment functions. Students will learn how to use international capital markets, foreign exchange markets, and derivatives markets to manage transaction and operating risks faced by multinational corporations. Students will learn how to manage multinational companies' investment and financing activities through hands-on case studies and empirical evidence. Country risk and international corporate governance will also be investigated in cross-border investments. The general emphasis is on identifying and managing opportunities and risks associated with international investments, exchange rate fluctuations, international financial markets, and changes in government policy.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Capable of identifying factors influencing financial management in an international context. 2. Capable of conducting financial analyses while considering the country's international environmental factors 3. Capable of carrying out financial management and planning while taking into account external factors affecting the company, particularly those relating to international finance. 	
TOPICS	
<ol style="list-style-type: none"> 1. Foreign exchange market; foreign exchange risk management 2. International parity conditions; currency forecasting; international financing; 3. International financial markets; multinational working capital management, 4. International investment management; political and country risk analysis; multinational capital budgeting; 5. Currency futures and options; and financial innovations 	
PREREQUISITE	
Financial Management	
MAIN REFERENCE	
Eun / Resnick, International Financial Management, second edition, McGraw- Hill, 2001.	
SUPPORTING REFERENCE	

COURSE	BB184924 : Bank Management
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>This course is very important for students taking finance concentrations as an elective course because students are expected to know about banking management, so that by the end of the course, students are expected to have sufficient insight and ability about operational techniques and bank management in Indonesia.</p> <p>This course discusses and analyzes fundamental knowledge, functions, policies, and regulations, banking organizational structure, banking health performance, financial distress in banking, and banking management, which includes bank fund management, asset liability management, liquidity management, capital management, credit management, and the role of banking in economic development. Furthermore, students are expected to have banking knowledge and insight in accordance with bank management principles that can be combined with global economic development dynamics.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understanding a bank's operations and management, as well as its regulations 2. Knowing and comprehending the techniques and principles of a bank's operational management and practices 3. Understand and master the concept of evaluating a bank's soundness and confidentiality (CAMELS) 4. Knowing and comprehending the correct decision when banking is in financial distress. 	
TOPICS	
<ol style="list-style-type: none"> 1. Banking Roles & Policies 2. Bank organization and structure 3. Bank Financial Report 4. Source of Bank Funds 5. Bank Loans and Legal Aspects of Loans 6. Credit Risk Management 7. Market Risk Management at the Bank 8. Bank Capital Management (Risk, Regulation and Adequacy Ratio) 9. Banking Liquidity Risk Management 10. Banking Interest Rate Risk Management 11. Banking Portfolio Management and Innovation 12. Mergers, Acquisitions, Consolidations 13. Bank Performance Analysis 	
PREREQUISITE	

Financial Management
MAIN REFERENCE
Padmalatha Suresh & Justin Paul, (2017), Management Of Banking And Financial Services, Pearson, 4th ed
SUPPORTING REFERENCE

COURSE	BB184926 : New Venture Finance
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
This course is intended to introduce students to the fundamentals of financial management in the context of startup management. This course employs a financial perspective at every stage of a business's life cycle. This course covers the fundamentals of financial management when starting a business, the fundamentals of financial management when growing a business, financial analysis in financial decisions, and working capital management.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Students can understand the fundamentals of startup finance. 2. Students can understand various financial analyses based on the stages of a business's life cycle. 3. Students can also understand and perform financial analysis in making business decisions and managing business working capital. 	
TOPICS	
<ol style="list-style-type: none"> 1. Course overview of Entrepreneurial Finance (EF) 2. Starting a startup (Start-Up) 3. Choosing a Source of Capital 4. Managing Profits and Financial reports 5. Cash Flow Analysis 6. Developing Business Capacity (Scale-up) Business 7. Leverage in Business Development 8. Choosing a Financing Source 9. Cash Management 10. Accounts Receivable 11. Inventory Management 12. Business Valuation 13. Exit Strategy & Harvesting 	
PREREQUISITE	
Financial Management	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Stancill, James McNeill. 2008. Entrepreneurial Finance for New and Emerging Business. Thompson Learning [SJM] 2. Philip J. Adelman, Alan M. Marks. 2014. Entrepreneurial Finance 6-Edition. Pearson [PA] 3. Steven Rogers. 2009. ENTREPRENEURIAL FINANCE: Finance and Business Strategies for the Serious Entrepreneur Second Edition. McGraw-Hill [SR] 	

4. Janet Kiholm Smith, Richard L. Smith, and Richard T. Bliss. 2011. Entrepreneurial Finance: Strategy, Valuation, And Deal Structure. Stanford University Press [JRR]

SUPPORTING REFERENCE

1. Paul A. Gompers, William A. Sahlman, Entrepreneurial Finance: A Casebook, Wiley & Sons
2. Robert A. Baron, Scott A. Shane, Entrepreneurship: A Process Perspective, Thomson Learning

COURSE	BB184929 : Islamic Finance
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
This course is intended to give students an understanding of the principles and implications of Sharia (Islamic law) rules in the financial system. This course covers the practice of Islamic financial institutions as well as the development of Islamic financial products. This course will provide a fundamental understanding of Islamic finance in order to assess the debate and challenges in developing Islamic finance.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theories and basic principles of financial management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Understand the fundamentals of Islamic finance principles as well as existing financial practices. 2. Understand the fundamentals of Islamic financial transactions. 3. Recognize the structure and risks associated with Islamic financial products. 4. Understand the regulations and legal environment surrounding Islamic finance. 	
TOPICS	
<ol style="list-style-type: none"> 1. Background and History of Islamic Finance 2. Riba and Gharar: Definition and types of riba (riba al-fadl and riba al nasiah). 3. Islamic contracts and Islamic finance 4. Islamic contracts and Islamic finance 5. History of Islamic banking and finance 6. Shariah and principles of Shariah in Islamic banking system 7. Islamic financial markets and nonbank financial institutions 8. Islamic securities 9. Challenges Facing Islamic Finance 	
PREREQUISITE	
Financial Management	
MAIN REFERENCE	
<ol style="list-style-type: none"> 1. Mohammed Imad Ali & Ikramur Rahman Falahi. 2016. Islamic Banking & Finance: Principles and Practices (First edition, 2016). Marifa Academy Private Limited [AR] 2. Muhamad. 2016. Manajemen Keuangan Syariah: Analisis Fiqh dan Keuangan. Yogyakarta: UPP STIM YKPN [M] 3. Ayub, M. (2007). Understanding Islamic Finance. Chichester: John Wiley & Sons Ltd. [MA] 4. Alam, N, Gupta, L, Shanmugam, B (2017). Islamic Finance A Practical Perspective: Palgrave Macmillan [AGS] 	
SUPPORTING REFERENCE	

1. Zamir Iqbal And Abbas Mirakhor. 2011. An Introduction to Islamic Finance: Theory and Practice. John Wiley & Sons (Asia) Pte. Ltd.
2. Hassan, M.K., Kayed, R.N., Oseni, U.A. (2013). Introduction to Islamic Banking & Finance: Pearson. [HKO]

COURSE	BB184931 : Performance Appraisal and Compensation
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
This course aims give students an understanding of how employee performance management can be aligned with compensation systems to enhance the strategies, structures and policies of the organization.	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the theories and basic principles of human resource management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Explain the alignment between organizational strategy and employee performance management. 2. Explain the fundamentals of employee performance management. 3. Plan performance management and do performance appraisal for particular organization. 4. Understand how to evaluate performance of challenging employees. 5. Explain how to review performance by providing feedback and coaching. 6. Understand the link between performance management and reward system. 7. Explain the alignment between organizational strategy and compensation (reward system). 8. Understand types of Basic Payments, Incentives, and Individual-Focused Payments. 9. Design the compensation system for particular organization. 	
TOPICS	
<ol style="list-style-type: none"> 1. Organisation and employee performance management: An Alignment 2. Employee performance management Cycle 3. Performance Planning 4. Doing Performance Appraisal 5. Providing feedback and coaching 6. Evaluating performance of challenging employees 7. Developing PA form: An exercise 8. Performance Appraisal and Reward System 9. Performance Appraisals related articles 10. Performance Appraisals related articles 11. Compensation and Business Strategy 12. Compensation System: A total and strategic rewards 13. Basic Payments, Incentives, and Individual-Focused Payment 14. Designing Compensation Systems 	

15. Employee Benefits and Pension Fund
16. The challenges of compensation system for Executives, Flexible Workforce, and Expatriates

PREREQUISITE

Human Capital Management

MAIN REFERENCE

1. Armstrong, M. (2009). Armstrong's Handbook of Performance Management, Kogan Page London Philadelphia.
2. Rudman, R. (2003). Performance Planning & Review: Making Employee Appraisals Work. Allen & Unwin.
3. Kressler, H.W., (2003). Motivate and Reward: Performance Appraisal and Incentive Systems for Business Success. Palgrave Mcmillan.
4. Arthur, D. (2008). The First-Time Manager's Guide to Performance Appraisals. American Management Association.
5. Martocchio, J.J. (2015). Compensation: A Human Resource Management Approach (8th Edition). Pearson Education Limited.
6. Armstrong, M. (2010). Armstrong's Handbook of Reward Management Practice: Improving performance through reward (3rd Edition). Kogan Page London Philadelphia.

SUPPORTING REFERENCE

COURSE	BB184932 : Strategic Human Capital Planning
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>In recent global competitiveness, an organization's ability to survive business competition and enhance/maintain a competitive advantage depends on its employees. Organizations increasingly realize that their employees are the key to executing their business strategies. The quality of a company's employees is directly affected by the quality of its how the human capital function in the company runs its human capital planning (HCP) and human capital management (HCM) system.</p> <p>This course covers human capital planning concepts and techniques that includes an integrated process begins with an understanding of a company's business strategy and continues through planning, sourcing, recruiting, selecting, negotiating, socializing, career planning, retaining, and transitioning the workforce.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the theories and basic principles of human resource management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Align human capital planning and strategic objectives to reinforce business strategy. 2. Understand the legal context of HCP and hiring candidates. 3. Forecast talent needs and labor supply and plan accordingly. 4. Strategically source potential recruits. 5. Understand how company hire top candidates, retain talent, and manage turnover. 6. Develop HCP questionnaire (design HCP metrics) to evaluate HCP system. 7. Understand leverage technology throughout HCP system. 8. Understand the legal compliance of the HCP system 9. Integrate the HCP system with the other human capital functions of training, compensation, and performance management 	
TOPICS	
<ol style="list-style-type: none"> 1. Overview of the course: Strategic human capital planning 2. Aligning business strategy and the HCP strategies 3. Hiring candidates and the legal context of HCP 4. Strategic Job Analysis and Competency Modeling 5. Recruiting workforce 6. Workforce forecasting and planning 7. Strategic Human Resources Planning in Practice 8. Assessing External Candidates 	

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| 9. Assessing Internal Candidates
10. SHCP performance measurement |
| PREREQUISITE |
| Human Capital Management |
| MAIN REFERENCE |
| Jean M. Phillips and Stanley M. Gully: Strategic Staffing (3rd Edition). Pearson |
| SUPPORTING REFERENCE |
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COURSE	BB184933 : Entrepreneurial Leadership
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>This course draws from both leadership and entrepreneurship theory and concepts. The primary goal of this course is to help the students to develop their competencies in organizational design, human resources management, leadership, and organizational behavior in the context of a new small, medium, or large firm.</p> <p>To achieve these goals, the course will organize by using the following four themes:</p> <ol style="list-style-type: none"> (1) how to think analytically about designing organization systems; (2) how leaders, especially founders, play a critical role in shaping an organization's culture; (3) what really needs to be done to build an successful organization for the long-term; (4) what you can do to improve your personal likelihood of success 	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the theories and basic principles of human resource management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Cultivate your own entrepreneurial and leadership skills. 2. Understand the role of small businesses in contributing to the local, regional, and national economy. 3. Learn the components of starting a business or nonprofit organization including planning, start-up, marketing, financial, operations, and management. 4. Understand how cultural considerations impact entrepreneurial leadership style and firm performance. 5. Explore the role of different ethical decision making frameworks and their impact on firm performance. 6. To improve both written and oral communicative skills. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to Entrepreneurial Leadership 2. Creative Logic and Prediction in the concept of Entrepreneurship berpikir 3. SEERS-based Entrepreneurial Leadership (Social, Environmental, and Economic Responsibility and Sustainability) 4. Commitment, Loyalty, and Satisfaction of Followers of Transformational Leaders 5. The development and Transformational Leadership 6. Empowerment with Transformational Leadership 7. Future Challenges and Applications of Transformational Leadership 8. Sustainable Entrepreneurship 9. Sustainable Entrepreneurship 	

10. Sustainable Corporate Venturing and Intrapreneurship 11. Customer Adoption of and Marketing for Sustainable Innovation 12. Local wisdom-based leadership 13. Islamic, Catholic, Protestant, Hindu, Buddhist leadership
PREREQUISITE
1. Human Capital Management 2. Business Communication 3. New Venture Creation 4. Social Entrepreneurship 5. Organizational Design and Development 6. Technopreneurship
MAIN REFERENCE
Greenberg, D., McKone-Sweet, K., Wilson, H. J. (2011). The New Entrepreneurial Leader: Developing Leaders Who Shape Social & Economic Opportunity, 1st. Edition, Berrett-Koehler Publishers, San Fransisco, USA
SUPPORTING REFERENCE
1. Bass, B. M., Riggio, R. E. (2006). Transformational Leadership, 2nd edition, Lawrence Erlbaum Associates Publishers, New Jersey, USA. 2. Wustenhagen, R., Hamschmidt, J., Sharma, S., Starik, M. (2008). Sustainable Innovation and Entrepreneurship. Edward Elgar Publishing Limited, Massachusetts, USA.

COURSE	BB184934 : Training and Development
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>To keep the people competence up with the needs of the organisation, human resources function of the company should have the up-to-date human resources development (HRD) in the form of training and other people development programmes.</p> <p>Training and Development or HRD course represents one of chapters in human resources management (HRM) that discusses the different aspects of staff development in dynamic organisations. This course provides an in-depth understanding how HRD is designed, executed, and evaluated, particularly in the form of training and other people development programmes. Furthermore, the HRD course introduces the training techniques and methods, the factors which contribute to successful training and the criteria and methods in assessing the multiple objectives of staff development activities.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the theories and basic principles of human resource management.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Define the principles and concepts of training and development along with acquiring essential skills in facilitating effective training activities. 2. Examine the training and development functions, and the roles of training professional. 3. Apply the knowledge on the principles and theories of training and development with special applications to the organisations in Indonesia. 4. Conduct, present and write a project on a topic related to training and development on a group basis. 	
TOPICS	
<ol style="list-style-type: none"> 14. Introduction to Entrepreneurial Leadership 15. Creative Logic and Prediction in the concept of Entrepreneurship berpikir 16. SEERS-based Entrepreneurial Leadership (Social, Environmental, and Economic Responsibility and Sustainability) 17. Commitment, Loyalty, and Satisfaction of Followers of Transformational Leaders 18. The development and Transformational Leadership 19. Empowerment with Transformational Leadership 20. Future Challenges and Applications of Transformational Leadership 21. Sustainable Entrepreneurship 22. Sustainable Entrepreneurship 23. Sustainable Corporate Venturing and Intrapreneurship 	

24. Customer Adoption of and Marketing for Sustainable Innovation 25. Local wisdom-based leadership 26. Islamic, Catholic, Protestant, Hindu, Buddhist leadership
PREREQUISITE
1. Training Needs Analysis 2. Planning and Delivering Training Programmes 3. Training Evaluation 4. Case-Based Training Evaluation: The Kirkpatrick Four Levels & Balanced Scorecard
MAIN REFERENCE
1. Noe, Raymond. (2017). Employee training and development. New York, NY: McGraw Hill Education. ISBN: 978-0078112850 2. Wilson, John. P. (1999). Human Resource Development. Bell & Bain Ltd, Glasgow 3. Rae, Leslie, (2000). Effective Planning in Training and Development. in Great Britain by Clays Ltd, St
SUPPORTING REFERENCE

COURSE	BB184937 : Sustainable Development
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>On January 1, 2016, the United Nations launched the Agenda for sustainable development and the Government of Indonesia ratified this UN decision through Presidential Regulation no 59/2017 regarding the implementation of achieving the goals of sustainable development. There are still a few years left to achieve this development goal and business plays an important role in it.</p> <p>Businesses that do not only seek economic value but also apply social and environmental values are the cornerstone of achieving this sustainable development goal. This sustainable development course in business is intended to provide insights and expertise for students to be able to understand concepts and be able to apply sustainable development concepts and tools in the real world.</p> <p>Students will work in groups, assigned to one particular area in Indonesia (there are 34 provinces, 514 districts / cities, and more than 80 thousand villages in Indonesia) to understand, study, and create joint programs with local stakeholders to accelerate the achievement of development goals this sustainable.</p> <p>Students in groups will explore the problems / challenges of the 17 national level sustainable development goals and 18 sustainable development goals in the target village, and make two concrete steps to accelerate this development.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.1	Able to manage and run a business either a new business (start-up) or an existing business
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
3.1.3	Able to create sustainable value for business and society in general and work as part of a sustainable global economy.
3.4.1	Understand the techniques and use of software in business analysis both in function
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Know about certain city/district/village in Indonesia with its SDG challenges 2. Ability to identify problem, and scope it 3. Ability to explore the team skills to contribute to the SDG problem solving initiative 4. Ability to measure the base line situation, prior to intervention 5. Ability to implement their knowledge and skills to solve SDG challenge in the target area 	

6. Ability to communicate effectively and promote their activities to the larger society with relevant channels

TOPICS

1. Innovative and Sustainable Business Models
2. E Inclusion Value Chain Framework
3. Ensure Sustainable Consumption And Production Patterns
4. Rural Electrification in sub-Saharan Africa - Lessons from the Field
5. Supply Chain Management Digitalisation, Supply Chain Post COVID 19
6. Social Media promotion & guide development for districts
7. Introduction the concept of Sustainable Industrial Revolution
8. Community-Based Tourism as a Tool for Poverty Alleviation
9. Making Sustainability Pay: Green Entrepreneurship at the University of Southampton
10. Final socialisation & impact measurement

PREREQUISITE

MAIN REFERENCE

SUPPORTING REFERENCE

COURSE	BB184938 : Problem Solving in Business and Management
	Credits : 3 sks
	Semester : 8
COURSE DESCRIPTION	
<p>Industries need professional managers to help them solve business problem. Although new management graduates usually have the most up-to-date scientific and business knowledge, they are quite inexperienced and there is a serious lack of practical skills for industry such as critical thinking, systematic problem solving, teamwork, and effective communication. "Effective problem solving for industry" course intends to challenge students with several real-life business issues such that they can gain first-hand experience and prepare themselves for real situations in the industry. The course will also provide a set of problem solving methodologies that can be used to tackle these business problems effectively.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Exposed to current business problems in the industry 2. Able to think critically and define a root cause of problems 3. Systematically measure, analyze, solve, and control business problems 4. Communicate effectively and motivate people with effective presentations 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to "Effective problem solving for industry" 2. Engagement with industry 3. Team management 4. Project management (SMART goal) 5. Project management (deliverables, measures, exclusions, WBS, Gantt chart, milestones) 6. Introduction to DMAIC 7. Define element (CTQ, Needs) 8. Define element (7QC tools - Cause-Effect diagram, Affinity diagram, Relationship diagram, Flow chart) 9. Measure data and statistic (Process characterization, Data collection, Measurement systems) 10. Analyze element (FMEA, Analysis methods) 	
PREREQUISITE	
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MAIN REFERENCE	
1.	Bolland, Eric., Fletcher, Frank. (2012). Solutions: Business Problem Solving. Routledge
2.	Hicks, Michael J. (1991). Problem Solving in Business and Management: Hard, soft and creative approaches. Springer
SUPPORTING REFERENCE	
1.	Boyd (1998) OODA Loop
2.	Critical Path Analysis (CPA)
3.	De Bono (2002) PMI (Plus, Minus, Interesting)
4.	Deming (c.1950s) Plan Do Check Act Cycle – in PDCA
5.	Ishiwaka (c.1960s) Fishbone Analysis
6.	Juran (c.1937) Pareto Principle

COURSE	BB184939 : Intercultural Communication
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>Intercultural Communication dan Global Leadership courses are designed for students to understand and apply the importance of intercultural communication in organization and building a career as global leaders.</p> <p>This courses intended to provides students insights about global leaders, opportunity and challenges and expertise for students to be able understands how to manage global companies through intercultural communication concepts in the real word.</p> <p>By understanding aspects of intercultural communication, students will have an understanding of using more adaptive and effective communication strategies.</p> <p>Students as potential leaders in organization are expected to be able to understands the perspective of intercultural approach in communication and in a dynamic organizational environment. This course will provide practice in role play and students will work in a group.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Able to recognize/ understand the principles of global leadership and intercultural communication to support the development of global organizations and in dynamic changes. 2. Able to adopt equality in cross-cultural relations and global corporate management. 3. Able to recognize and appreciate in work in different team. 4. Able to identify sensitive matters in intercultural communication, apply them in problem solving. 5. Able to use principle of intercultural communication in solving dynamic organization problems. 6. Able to understand cultural influences and use communication strategies (decision making, negotiation, and conflict resolution) to support global leadership skill. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to course : Intercultural Communication dan Global Leadership: Intercultural Communication & Global leadership, potential & challenges 2. Global Leadership & culture. 3. Introduction to Cross-Cultural Communication in organizations 4. Culture and history building communication 	

5. Perception and intercultural communication
6. Preparations: Survey intercultural communication
7. Work in teams and social identity
8. Communication, globalization and technology
9. Cultural influence in Business Organization
10. Intercultural Communication business

PREREQUISITE

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MAIN REFERENCE

1. Hofstede, Geert. (2010). Cultures and Organization, McGrawHill.
2. Samovar, Larry A (2013). Communications Between Culture, Wadsworth Cengage Learning. (8 edition).
3. Samovar, Larry A (2010) Communications Between Culture, Wadsworth Cengage Learning. (7 edition).

SUPPORTING REFERENCE

COURSE	BB184940 : Contemporary Issues in Business and Management
	Credits : 3 sks
	Semester : 7
COURSE DESCRIPTION	
<p>Contemporary Issues (CI) provides an opportunity to explore selected leading-edge issues in business, management, and global development worldwide. This course covers emerging theories, concepts, and practices within the broad areas of business, management, engineering management, technology, entrepreneurship, and social sciences.</p> <p>The purpose of this course is to enhance students' awareness and knowledge of the current issues facing the world today, and to enhance students' understanding of the new developments and contemporary topics. Furthermore, the CI course aims to provide students the opportunity to critically analyse all the information drawn from the valid sources, and practice their analytical and debating skills on the given topics.</p>	
LEARNING OBJECTIVE OF THE UNDERGRADUATE PROGRAM	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING OBJECTIVE	
<ol style="list-style-type: none"> 1. Have knowledge and understanding of emerging issues facing the world nowadays. 2. Have knowledge and understanding of new developments worldwide in various subjects. 3. Have skills to find articles with valid sources, summarise primary ideas on the topic, and critically discuss the issues presented in the articles. 4. Have the confidence in discussing and debating subjects based on their research on selected topics. 5. Drawing lesson and reflection on their learning. 	
TOPICS	
<ol style="list-style-type: none"> 1. Introduction to course: Learning Objectives / Expected Outcomes of the course, Overview of the history and cultural/scientific development in Asia 2. Asian Culture and History 	
PREREQUISITE	
-	
MAIN REFERENCE	
Any relevant articles from any valid sources.	
SUPPORTING REFERENCE	

