



MANAJEMEN
BISNIS



ITS
Institut
Teknologi
Sepuluh Nopember

Academic Guide Book

Undergraduate Study Program (S1)

Department of Business Management

2018 - 2023



Foreword by the Head of the Business Management Department

Dr. oec. HSG. Syarifa Hanoum, ST, MT

Welcome to the Business Management Department!!



The competitive dynamic environment and increasing globalization, marked by rapid technological changes in industry 4.0, require us to leave the conventional approach in doing business. To deal with this dynamic condition, companies are required to develop innovation strategies such as: Continuous product and process innovation, fast technology transfer, and development of smart human resources 4.0.

As a technology-based university, the Sepuluh Nopember Institute of Technology (ITS) has a vision to contribute to the nation's economy through the development of technology-based businesses, through the Business Management Department (MB ITS), which in structure at ITS is under the Faculty of Creative Design and Digital Business.

MB ITS aims to prepare graduates to pursue careers in the business world as entrepreneurs/start-ups, or as business professionals who are entrepreneurial and innovative. The Bachelor of Business Management program is designed to provide essential skills and knowledge in managing a business in today's technology-based competition. We offer two programs: Regular (using bilingual Indonesian and English) and International Undergraduate Program (IUP) which uses full English as the language used in the teaching and learning process.

In the learning process, we use the **Problem Based Learning & Lab-Based Education** approach to provide a complete learning experience for students in dealing with the real business world

so that they have the ability to make important business decisions. Problem Based Learning & Lab-Based Education is realized through a combination of conventional class-based lecture methods, tutorials, field practices, internships, project-based learning, and case studies to equip students with theories, concepts, techniques to solve real problems. In addition, students are equipped with business communication and leadership skills to prepare them for the top in business and in society.

In 2020, MB ITS launched **the International Undergraduate Program (IUP)** where students have the opportunity to study business and management while developing English language skills as well as experience studying and living abroad, through a Joint-Degree program with several of our university partners. Currently, we offer two Joint-Degree programs with The University of Queensland Australia, Rennes School of Business France, and the University of Applied Science.



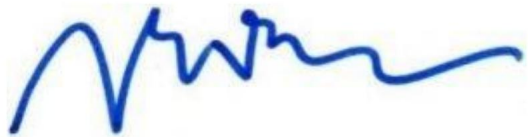
In addition to the two foreign universities as Joint-Degree partners above, we have a long list of partner universities where students can take part in one-semester lecture programs (exchange programs), as well as take short courses abroad.

In the same year, MB ITS also launched another special program called “MB KAMPUS MERDEKA”, which applies to all regular undergraduate and IUP students. This program is a non-conventional way of learning, where students are encouraged to not only study in the classroom, but also outside the MB ITS campus through programs such as: Internships, mentoring/business incubation, lecture 1

semester abroad, international internships, and so on, and then return to MB ITS to claim their credit transfer.

We welcome prospective students, lecturers, researchers, industry partners, and Indonesian and Overseas governments to partner with our department to develop all efforts in the development of high-quality curricula in education, training, and research related to business and management.

Yours faithfully,

A handwritten signature in blue ink, consisting of several fluid, connected strokes that form a cursive-like pattern.

Dr. oec. HSG Syarifah Hanoum, ST, MT

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Vision, Mission, Objectives, Values, and Targets of the Department Business management

Vision

Becoming a **classy Bachelor of Business Management** Study Program
the world it **contributes** to independence nation as well as
become **a reference** in education, research and community service
as well as the development **of innovation** , especially those that support **the industry** as
future business leaders

Mission

Contribute to the development of science and
technology for the welfare of society through educational activities,
research, community service, and management based
information and communication technology in the field of business management.

The Mission of the Business Management Department can be divided into:

- Education Sector
 1. Organizing higher education in the field of Management
 - Business based future learning ecosystem
 - digital technology with curriculum, lecturers, and methods
 - international quality learning to give birth
 - future business leaders;
 2. Producing graduates who believe and fear God
 - The Almighty and possessing noble morals and character;

innovative, entrepreneurial spirit and environmental insight
in the field of Business Management.

- Field of Research and Community Service

1. Play an active role in the development of science and technology especially in the field of Business Management through activities international quality research;
2. Produce high-impact research as well commercialization of research results in the field of Business Management;
3. Utilize all available resources to participate in solving the problems faced by society, industry, central government, and local government with promote information and communication technology facilities.

- Area of Management

1. Business Management is carried out with due regard principles of good governance supported by technology information and communication;
2. Create a conducive atmosphere and provide support entirely to students, lecturers, education personnel to be able to develop themselves and contribute maximum on society, industry, science and technology; And

3. Develop networks to be able to synergize with universities

other higher levels, industry, society, central government, and government regions in organizing educational, research, and community service.

Objective

- Educate the life of the nation, grow, and glue a sense of national unity and integrity based on values, ethics academic, moral, faith, and piety to God Almighty;
- Educating, developing student abilities, and produce graduates who:
 1. Having noble character;
 2. Excellent in science and technology;
 3. Having a noble and independent personality;
 4. Entrepreneurial, professional and ethical;
 5. Have high integrity and responsibility;
 6. Environmentally conscious; And
 7. Able to develop themselves and compete at the national level as well as international.
- Provide high-quality contributions in development of science and technology for needs national, regional and international development;
- Develop a network system with other universities, community, industry, central government agencies, regional government agencies, and other institutions both at the national and national levels

international community based on academic ethics, benefits, and mutuality profitable;

- Fostering a conducive academic climate that can foster an appreciative, participative, and contributive attitude from Academic community, and uphold values and morals academics in an effort to form a campus community that dynamic and harmonious; And
- Realizing **Business Management** as a study program is a source of growth and education in the field of science knowledge and technology in supporting industrialization, which environmentally sound.

Values

The Business Management Study Program has the following values:

- Ethics and integrity; behavior in social life, state, as well as carry out their profession, always hold on stick to the norms and rules that apply in society, country and religion.
- Creativity and innovation; behavior that is always looking for new ideas to produce innovation in carrying out their duties/roles better.
- Excellence; behavior to always try to the maximum for achieve perfect results.
- Strong leadership; visionary, creative, innovative, hard worker, dare to make changes for the better, and responsible.

- Synergy; and behaviors that can be cooperated with make the most of its potential.
- Social cohesion and social responsibility; that behavior can maintain harmony and care for the surrounding community.

Target

The goals to be achieved by the Bachelor of Business Management Study Program is:

- Graduates who have the competence:
 1. Able to apply, study, compile, make decisions, be responsible, maintain sustainability, use and reporting with the approach of academic scientific principles and ethics towards the development and use of science and technology.
 2. Able to work together and network with others groups to achieve job completion and compete both at national and international level.
 3. Able to apply supporting skills that include Interpersonal communication and the use of technology and tools in the initiation, identification, process and evaluation in the field business management.
 4. Able to work in the field of marketing, operations, human resources human, and financial in the private and government sectors.
 5. Able to understand basic theory and principles, analytical applications, research and publications in the field of business management.

6. Able to understand the basic theory and principles of management operational and business analytics.
 7. Able to understand the basic theory and principles of management Finance and Accounting.
 8. Able to understand the basic theory and principles of management marketing and entrepreneurship.
 9. Able to understand the theory and basic principles of Resource management human power.
 10. Able to understand the concept and theory of business responsibility to social and environmental.
 11. Able to apply attitudes and values which include: values Pancasila, obedient as citizens in social life ethical and responsible nation-state.
 12. Able to apply attitudes and values in business, entrepreneurship, cooperation and demonstrating responsibility towards jobs in the area of expertise in Business Management.
- Formation of a conducive academic climate through research and dissemination of research results involving the entire community PS-MB academics, and can be implemented and useful for society.
 - Creation of resources (people, assets, information & management, financial) and comfort of a supportive environment development of PS-MB
 - The creation of an effective network of cooperation between institutions education at home / abroad, industry, government agencies and private.

INTRODUCTION

1.1 Undergraduate Program in Business Management

The rapid development of technology today has change the map of business competition. Those who are able to mix strategy its business with technology that will win the competition. As a technology university, ITS has a vision to contribute to the nation's economy through business development technology based. Turning technology into products that can marketed and highly competitive certainly requires strategic planning effective and efficient business. For this reason, since 2011, ITS opened the Bachelor of Business Management Study Program. Study program ITS Bachelor of Business Management aims to prepare graduates who are able to have a career in the business world as an Entrepreneur or as a business professional with a spirit and spirit of innovation as well entrepreneurship. For this reason, the business management undergraduate program was designed to provide important skills and knowledge in managing appropriate technological innovations for community development Indonesia and able to adapt to various competitive situations There is. Problem Based Learning and Lab Based Learning Methods Based Education provides a unique experience for students about real conditions in running a business and making decisions critical decision. Learning is done through a combination of lectures conventional in class, tutorials, field practice and case studies so students not only understand theory, but can apply theory into a real problem.

Competence of graduates

- Able to think creatively to create and manage a business.
- Able to think analytically to solve Business Management problems.
- Technological and scientific insight and able to use it for continuous system improvement.
- Able to communicate and cooperate effectively.
- Sensitive to the environment and understand the responsibilities of the profession and ethics

1.2 About the Academic Handbook

These guidelines were compiled by the Guidebook Development Team. Academic refers to the ITS Academic Guidebook and Regulations. Academics that apply at ITS. This manual was published with the purpose of providing guidance to the academic community of the Study Program Bachelor of Business Management regarding academic activities ranging from lecture, Work practice, nor thesis.

CHAPTER 11 LEARNING AND CURRICULUM

Education in the Business Management Department is designed to be able to develop knowledge in the field of management and meet the needs working world. The education delivery system in the Study Program ITS Bachelor of Business Management uses the Semester Credit System (SKS).

2.1 Semester Credit System

Semester Credit System is defined as an implementation system education using semester credit units (credits) for state student load, lecturer workload, and load program administration.

The duration of the credits is:

1. 1 (one) credit in the form of lecture, response and tutorial learning includes:
 - a. face-to-face learning activities 50 (fifty) minutes per week per semester
 - b. learning activities with structured assignments of 60 (sixty) minutes per week per semester
 - c. independent study activities of 60 (sixty) minutes per week per semester

2. 1 (one) credit in the form of seminar learning or learning form

others of a similar nature, including:

a. face-to-face learning activities 100 (one hundred) minutes per week per semester

b. independent study activities 70 (seventy) minutes per week per semester

3. 1 (one) credit in the form of practicum learning, field practice,

research, community service and/or forms of learning

another equivalent is 170 (one hundred and sixty) minutes per week per semester

2.2 Semester Credit Unit Load (SKS)

In the ITS Business Management Undergraduate Study Program the total study load namely 144 credits scheduled in eight semesters, and divided

in 2 stages, namely the preparatory stage and the undergraduate stage. Stage

preparation with a study load of 36 credits is scheduled in two

semester, and the undergraduate stage with a study load of 108 credits is scheduled in the six semesters of the Lecture Period

2.3 Lecture Stages

Lecture Stages in the Bachelor of Business Management Study Program

ITS is divided into two stages, namely:

- Preparatory stage: the learning stage scheduled in the first four semesters of the undergraduate program curriculum.
- Undergraduate stage: the learning stage after the preparatory stage scheduled in four semesters, starting from the fourth semester

up to the eighth semester of the undergraduate program curriculum.

One semester period consists of 16 (sixteen) weeks lectures or other scheduled activities, including activities evaluation.

2.4 Structure of the Business Management Curriculum

The Business Management study program has a study load of 144 credits, with two stages: Preparatory Stage (Semesters 1 and 2), and Undergraduate Stage (Semesters 3 to 8). In semesters 1 to 5 existing courses is a compulsory subject for all students, in semesters 6 and 7 we offer elective courses according to the topic of concentration wanted. At the end of the course students are required to complete thesis as a graduation requirement.

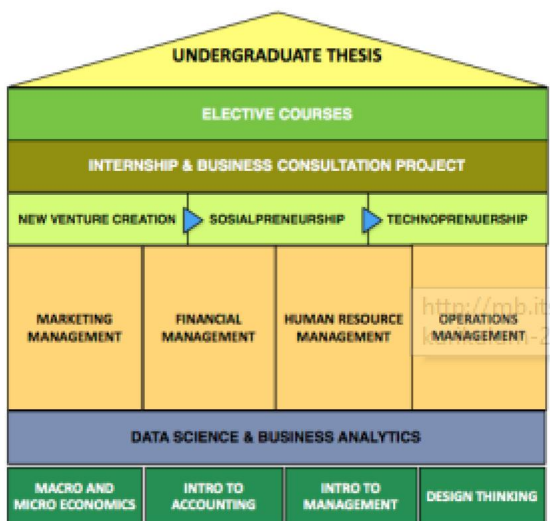


Figure 1.1 Curriculum Structure

2.5 Scientific Concentration in Business Management

Curriculum curriculum of the Undergraduate Business Management Study Program has 4 areas of scientific development concentration, namely:

- Marketing Management,
- Human Resource Management,
- Operations management and
- Accounting and financial management.

Each student must choose one of the four fields that concentration. Field of research Thesis is made by students must be in the area of concentration that has been selected. Concentration is taken by students by taking their eyes compulsory concentration courses (seminar courses from concentration). Condition taking concentration is having taken at least 84 credits or already in Semester 6. Students who have taken a concentration must take at least 3 elective courses in the concentration chosen course and 1 other concentration elective course.

2.6 Study Program Learning Achievements

BUSINESS MANAGEMENT Study Program	
level Education	BACHELOR DEGREE)

Study Program Learning Achievements	
	1.1 Fear of God Almighty and be able to show a religious attitude.
	1.2 Uphold human values in carrying out duties based on religion, morals and ethics.
	1.3 Contribute to improving the quality of life society, nation, state, and progress of civilization based on Pancasila.
	1.4 Act as a proud and loving citizen homeland, has nationalism and a sense of responsibility to the state and nation.
	1.5 Appreciate the diversity of cultures, views, religions, and beliefs, as well as the original opinions or findings of others.
	1.6 Work together and have social sensitivity and concern for society and the environment.
	1.7 Obey the law and discipline in social and state life.
	1.8 Internalize academic values, norms, and ethics.
	1.9 Demonstrate a responsible attitude towards work in their field of expertise independently; And
	1.10 Internalizing the spirit of independence, struggle, and entrepreneurship
	1.11 Make every effort to achieve perfect results; And
	1.12 Work together to make the most of their potential

	2.1	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 the values of the humanities in accordance with their areas of expertise.
	2.2	Able to demonstrate independent, quality, and measurable performance.
	2.3	Be able to examine the implications of the development or implementation of science and technology that pays attention to and applies the values of the humanities in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism, compile a scientific description of the results of the study in the form of a thesis or assignment report end, and upload it on the college website.
---	2.4	Compile a scientific description of the results of the study mentioned above in the form of a thesis or final project report, and upload it on the college website.
	2.5	Able to make appropriate decisions in the context of solving problems in their area of expertise, based on the results of information and data analysis.
	2.6	Able to maintain and develop a working network with mentors, colleagues, colleagues both inside and outside the institution.
	2.7	Able to be responsible for the achievement of work results groups and supervise and evaluate the completion of work assigned to workers under their responsibility.

	2.8	Able to carry out the process of self-evaluation of work groups under their responsibility, and able to manage learning independently
	2.9	Able to document, store, secure, and retrieve data to ensure validity and prevent plagiarism
	2.10	Able to develop themselves and compete at national and international levels.
	2.11	Able to implement the principles of sustainability in developing knowledge.
	2.12	Able to implement information technology and communication in the context of the implementation of his work; And
	2.13	Able to apply entrepreneurship and understand technology-based entrepreneurship
SKILLS	3.1	Able to manage and run a business, both new (startup) and existing businesses by applying the principles of business management, social responsibility and sustainability.
	3.2	Able to work in the field of marketing, operations, human resources, and finance in the private and government sectors.
	3.3	Able to analyze and solve business problems using scientific methods and management principles.

	3.4	Able to utilize science and technology in the field of management.
	3.5	Able to identify business opportunities and formulate in a comprehensive business plan.
	3.6	Able to communicate effectively, both orally and written, using various communication channels.
Assessment	4.1	Understand the concepts and theories of business management.
	4.2	Understand the concepts and theories of marketing, operational, human resources, and financial management.
	4.3	Understand the concepts and techniques of problem solving business.
	4.4	The concept and theory of social and environmental responsibility of business

Details of Study Program Learning Achievements		
	1.1.1	Fear of God Almighty and able to show a religious attitude.
	1.2.1	Upholding human values in carrying out duties based on religion, morals, and ethics.
	1.3.1	Contribute to improving the quality of life society, nation, state, and progress of civilization based on Pancasila.
	1.4.1	Act as a proud and loving citizen homeland, have nationalism and a sense of responsibility to the state and nation.
	1.5.1	Appreciate the diversity of cultures, views, religions, and beliefs, as well as other people's original opinions or findings.
	1.6.1	Cooperate and have social sensitivity and concern for society and the environment.
	1.7.1	Obey the law and discipline in social and state life.
	1.8.1	Internalizing academic values, norms, and ethics;
	1.9.1	Demonstrate a responsible attitude towards work in the field of expertise independently; And
	1.10.1	Internalizing the spirit of independence, struggle, and entrepreneurship
	1.11.1	Make every effort to achieve perfect results; And
	1.12.1	Work together to be able to make the most of their potential.
SKPS	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 values according to their field of expertise.

	2.2.1	Able to demonstrate independent, quality, and measurable performance.
	2.3.1	Be able to examine the implications of the development or implementation of technological science that pays attention to and applies the values of the humanities in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism, compile a scientific description of the results of their studies in the form of a thesis or final project report, and upload it on the college website.
	2.4.1	Compile a scientific description of the results of the study in above in the form of a thesis or final project report, and upload it on the college website.
	2.5.1	Able to make decisions in a timely manner the context of solving problems in the area of expertise, based on the results of information and data analysis;
	2.6.1	Able to maintain and develop a working network with mentors, colleagues, peers both inside and outside the institution
	2.7.1	Able to take responsibility for the achievement of group work results and supervise and evaluate the completion of work assigned to workers who are under their responsibility.
	2.8.1	Be able to carry out a self-evaluation process for work groups under their responsibility, and be able to manage learning independently.
	2.9.1	Able to document, store, secure, and recover data to ensure validity and prevent plagiarism.
	2.10.1	Able to develop themselves and compete at 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 carrying out his work; And

	2.13.1	Able to apply entrepreneurship and understand technology-based entrepreneurship.
	3.1.1	Able to manage and run a business, both new businesses (start-ups) and existing businesses.
	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.
	3.2.1	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 human Resource Management.
	3.3.1	Able to analyze and diagnose business problems.
	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 choose and apply various methods qualitative and quantitative in solving business problems.
	3.4.1	Understanding the techniques and use of software in business analysis both in its function.
	3.4.2	Able to use the latest technology in support management functions
		3.5.1
3.5.2		Able to compile a comprehensive business plan.
3.6.1		Able to communicate effectively, both orally and in writing, using various channels

		communication.
	4.1.1	Understanding economic theory both micro and macro.
	4.1.2	Understanding organizational theory.
	4.1.3	Understand the basic theory of management.
	4.2.1	Understand the basic theory and 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 management marketing.
	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	Understanding and mastering data analysis techniques and interpreting them both operational data and financial data.
	4.3.4	Understand the concept of research and publication for 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 regulations governing the operations of the business.

2.6 LIST OF COURSES

No.	MK Code	Course Name (MK)	credits
SEMESTER I			
		BW184101 Introduction to Business Management	3
1		BW184102 Microeconomics	3
2.3		BB184101 Introduction to Accounting	3
4		KM184152 Mathematics 1	2
5		UG184913 Citizenship	2
6		UG1849XY Religion	2
7		UG184914 English	2
Number of credits			17
SEMESTER II			
		BB184201 Quantitative Modeling for Business	3
1		BB184202 Financial Accounting	3
2		BW184203 Macroeconomics	3
3.4		BB184203 Data Analysis	3
5		BB184204 Design Thinking for Innovation	3
6		UG184911 Pancasila	2
7		UG184912 Indonesian	2
Number of credits			19
SEMESTER III			
1		BB184301 Marketing Management 2	3
		BB184302 Operations Management	3
3		BB184303 Financial Management	3
4		BB184304 Human Resource Management	3
5		BB184305 Statistics for Business	3
6		BB184306 New Business Creation	4
Number of credits			19
SEMESTER IV			
		BB184401 Investment and Portfolio Management	3
1		BB184402 Business Communications	3
2.3		BB184403 Business Ethics and Corporate Social Responsibility	3
4		BB184404 Organizational Design and Conduct	3
5		BB184405 Consumer Behavior	3
6		BB184406 Social Entrepreneurship	4
Number of credits			19
SEMESTER V			
		BB184501 Business Information System	3
1		BB184502 Managerial Accounting	3
2		BB184503 Research Methods For Business	3
3.4		BB184504 Risk Management and Governance	3
		BB184505 Legal Aspects of Business	2
5.6		BB184506 International Business	3
Number of credits			17
SEMESTER VI			
1		BB184601 Practical Work	3

2	BB184602 Project Management	3
3	BB184603 Taxation	3
4	BB184604 Business Valuation	3
5	UG184915 Technopreneur	2
6	BB184605 MK Option	3
Number of credits		17
SEMESTER VII		
	BB184701 Strategic Management	3
1	BB184702 Business Consulting Project	3
2	UG184916 Technology Insights	3
3	ITS Enrichment Course	3
4	BB184703 Innovation Management and New Product Development	3
5,6	Choice MK	3
Number of credits		18
SEMESTER VIII		
	BB184801 Marketing for Advanced Products	3
1	BB184802 Thesis	6
2,3	Choice MK	3
4	Choice MK	3
5	BB184803 Performance Management	3
Number of credits		18

• **Enrichment MK**

ELECTIVE COURSES

No.	code	SUBJECT	Credit
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 Analysis and Models	3
9	BB184916	Business Simulation	3
10	BB184921	Project Finance	3
11	BB184922	Personal Financial Management	3
12	BB184923	International Financial Management	3
13	BB184924	Banking Management	3
14	BB184926	New Financial Creation	3
15	BB184929	Sharia Finance	3
16	BB184931	Performance Appraisal and Compensation	3
17	BB184932	Strategic HR Planning	3
18	BB184933	Entrepreneurial Leadership	3
19	BB184934	Training and Development	3
20	BB184936	Job Design and Workload Assessment	3
21	BB184937	Sustainable Development	3
22	BB184938	Problem Solving in Business Management	4
23	BB184939	Intercultural Communication	3
24	BB184940	Contemporary Issues in Business Management	4

CHAPTER 111

LECTURE AND EVALUATION

3.1 Student Study Plan

At the beginning of each semester, students must prepare a study plan together with the guardian lecturer (Guardian), the study plan is outlined in FRS online and the steps can be seen in Fig

3.1

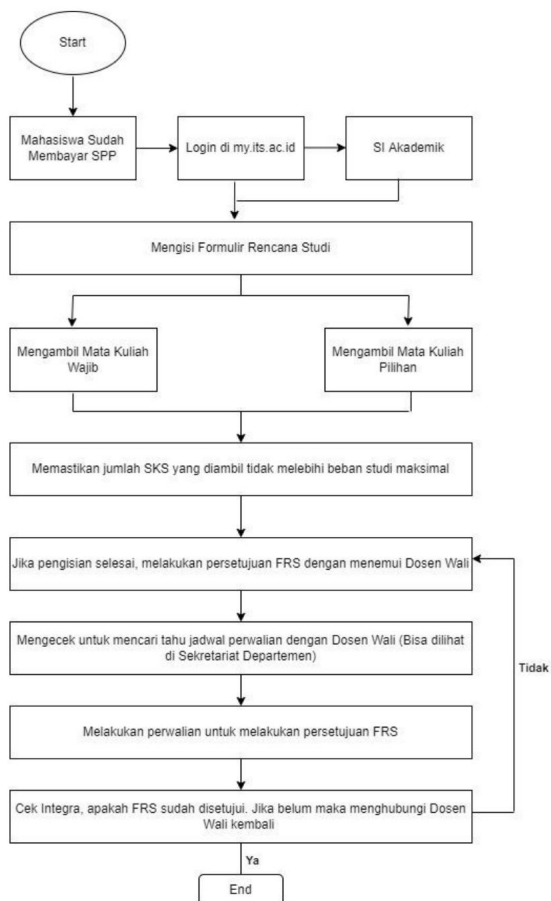


Figure 3.1 Study Plan Flowchart

Students can replace/add/cancel an eye lectures that have been listed in the online Study Plan Form (FRS) with the approval of the guardian lecturer. Opportunity to replace and/or add a course provided for 3 (three) the first week of the semester in question. A cancellation courses can be held from the first week up to the 10th week of the current semester. Number of courses that can be taken by students will depend on the achievement of the Index achievements in the previous semester. Number of courses available taken by students should also be consulted with the lecturer guardian with details listed in Table 3.1

Table 3.1 Maximum Student Study Load

No Semester Achievement Index Maximum Study Load		
1	IPS < 2.50	18 credits
2	2.50 ÷ IPS < 3.00	20 credits
3	3.00 ÷ IPS < 3.50	22 credits
4	3.50 ÷ IPS < 4.00	24 credits

3.2 Learning Evaluation

Process evaluation of student learning outcomes is carried out at least 4 (four) times in one semester. Students who don't work all tasks that are required or do not follow the evaluation stage, do not get the value of the results of studying at the end of the semester or

gets an E. Evaluation can be done in the form of assignments as well as written, oral and practical exams. The final result learning evaluation is expressed by the value of numbers and letter grades. Evaluation of exams at the mid and end of the semester is carried out together through Mid-Semester Evaluation and End-Semester Evaluation. Besides evaluations carried out together evaluations can be carried out with assignments and quizzes

3.2.1 Tasks

One form of learning evaluation is by assignment. Assignments can be assigned on a scheduled or unscheduled basis scheduled, adapted to the situation and conditions of the learning process. All students enrolled in a course are required to do and submit assignments. Absent students at the time of assignment or collection of assignments remains mandatory to complete and collect tasks

3.2.2 Quiz

Implementation of learning evaluation can be done by have a quiz. Quiz can be held on a scheduled or not scheduled, adapted to the situation and conditions of the learning process. students who do not take the quiz for whatever reason will not get a follow-up quiz.

3.3.3 Mid-Semester Evaluation

The midterm evaluation is carried out in the middle semester, if a course does not hold a Middle Evaluation Semester then during the evaluation period the course remains holding face-to-face courses. Course requirements for being able to hold a Mid-Semester Evaluation is the number of face-to-face meetings that have been carried out since the beginning of lectures at least 5 face to face. Requirements for students to take part in the Evaluation Mid Semester is to have a total attendance of at least 66% of total face-to-face meetings should be (6 Face-to-Face – Max 2 absences).

3.2.3 End of Semester Evaluation

End of Semester Evaluation is conducted at the end of the semester, if a course does not hold a Final Semester Evaluation then during the evaluation period the course will still hold face-to-face meetings face of the Course. Course requirements to be able to conduct End of Semester Evaluation is the number of face-to-face meetings that have been held carried out since Mid Semester at least a number of 5 Meeting. Requirements for students to take part in the Final Evaluation Semester is to have a total attendance of at least 66% of the meeting face since the middle should be (6 times Face to Face – Max 2 times roll call).

3.3 Exam Rules

- Students come on time, students who come 30 minutes after the exam runs it is forbidden to take the exam.
- Students are prohibited from bringing all kinds of communication devices

- Students are prohibited from borrowing stationery from each other.
- Students are not allowed to leave the room with any reason.
- Exams with an open book nature are not allowed to share one another borrowing books and also not allowed to bring tools electronic.
- For exams with the nature of open notes, notes must be brought is the result of the original handwriting (not a photocopy/typing).
- For exams with the nature of a closed book are not allowed to bring records of any kind.
- Students are prohibited from communicating in any form with other students.
- Violation of the examination rules will be subject to sanctions in accordance with academic rules

3.4 Follow-up Examination

Students who cannot take part in the Middle Joint Evaluation semester or joint evaluation at the end of the semester due to reasons very urgent , can apply to follow follow-up exam for the course. The application must be approved head of the business management department.

Urgent reasons include:

- Hospitalization as evidenced by a statement from the hospital.
- Carry out worship at a time that has been determined by the provisions their respective religions.
- Participating in events in order to represent ITS as evidenced by a letter

introduction from the competent authority.

In the Bachelor of Business Management Study Program there is no system improvement of evaluation scores with a re-examination system.

3.5 Assessment Evaluation

The course evaluation assessment is carried out with a conversion value numeric values to letter values. This valuation conversion is based the range that has been set in ITS academic regulations.

Table 3.2 Conversion of Numbers into Letters

Score	Letter Value	Numerical Value	Information
86 – 100	A	4	Special
76–85	AB	3,5	Very well
66–75	B	3	Good
61–65	BC	2,5	Pretty good
56–60	C	2	Enough
41–55	D	1	Not enough
0 - 40	E	0	Less Once

3.6 Repeating Courses

Students can repeat all courses that have been taken taken according to the semester of the course, except after the fourth semester students are not allowed repeat the course at the previous stage. value that recognized for courses taken again is the value that final.

3.7 Thesis

Thesis is a student's final assignment which contains about research or analysis of problem solving in the field of management business. The general requirements for thesis work are as follows:

- Actively registered as a student of the ITS Business Management Department
- Include or take thesis courses at FRS on semester when starting the proposal submission Thesis ;
- Have completed or passed a minimum of 120 credits of courses, including at least 2 (two) elective courses;
- Has taken and passed the Research Methodology course for Business and Seminar Courses in the chosen field of concentration.

Complete requirements and stages of thesis activities can be seen in the Thesis Guidebook.

3.8 Practical Work / Internship

Practical Work (KP) is carried out by students at companies or the department's external organization. Where this activity is intended to introduce the world of work to students.

1. General Requirements

The following requirements must be met by prospective students apply for the implementation of KP:

- a. Registered as a current ITS Business Management student active
- b. Has passed 80 credits at the time of submitting the KP application
- c. Follow the applicable KP procedures

2. Special Requirements

The following requirements must be met by students at the time KP implementation:

- a. Remembering KP is a means to know and practice carry out functions MB, then the KP is implemented in a company that is profit or credible non-profit and has a business management function adequate.
- b. KP carried out individually or in groups with a number maximum 2 members.
- c. Implementation of KP should not interfere with student participation in the implementation of other learning activities.
- d. KP is carried out under the direction of internal and external supervisors competent.
- e. Students fill out the log book according to the specified format.
- f. Students consult and report the results of KP periodically to Internal and External Advisors

Students must submit their KP scores to the KP Coordinator no later than 2 months after the implementation of the KP begins. Condition complete details and stages of practical work activities can be seen in the Handbook Practical Work.

3.9 grade point

The measure of learning success is expressed by an index Achievements (IP) are calculated as follows:

$$IP = \frac{\sum_{i=1}^n K_i \times N_i}{\sum_{i=1}^n K_i}$$

- N: nilai numerik hasil evaluasi masing-masing mata kuliah;
- K: besar sks masing-masing mata kuliah;
- n: jumlah mata kuliah yang telah diambil.

The measure of the success of learning activities in one semester expressed by the Semester Achievement Index (IPS); IPS is the Grade Point Average calculated from all courses taken in the semester concerned. GPA is an index Achievements are calculated from all courses that have been taken taken from first to last.

3.10 Graduation and Predicate of Graduation

Students are declared to have graduated from the Business Management Department if meet the criteria below

1. Has attended practical work and graduated.
2. Have completed the thesis and have passed the thesis trial.
3. Have taken a minimum of 144 credits including thesis assignment
4. Have learning outcomes targeted by study programs without D and E grades
5. Meet the minimum score requirements of a foreign language (Toefl : 477; Language Japan: 280; German: 66; French: 66; Mandarin language: 66; Arabic: 66)
6. Meet the minimum value of the Student Extracurricular Credit System SCHEME: as many as 1300.

ITS graduates are given a graduation title which consists of: three levels, namely Satisfactory, Very Satisfying, and Praise. Predicate Graduation is determined based on GPA and study period as follows:

Table 3.3 Graduate Predicate

Predikat	IPK	Masa Studi	Keterangan
Cum laude	$> 3,50$	≤ 4 tahun	Nilai minimal BC.
Sangat Memuaskan	$> 3,50$	> 4 tahun	
Memuaskan	$3,01 \leq \text{IPK} \leq 3,5$	-	
Memuaskan	$2,76 \leq \text{IPK} \leq 3,00$	-	

3.11 Student Study Period

The longest study period for students is 14 (fourteen) semester. At the end of semesters 2 (two) and 4 (four) an evaluation is carried out study period.

Undergraduate students are allowed to continue their studies if:

- At the preparatory stage:

1. At the end of the second semester, 18 credits of the 36 credits that have been taken in stage preparation for getting GPA ≥ 2.0 for the best grades in addition to courses that are value E;
2. At the end of the fourth semester, all stages of study load have been completed preparation with as many as 36 credits with a minimum grade of C;

- Undergraduate stage:

1. Conducted with a maximum duration of 10 semesters (14 semesters if added with preparatory stage) with the achievement of 144 credits and all grades of at least C

3.12 Temporary Study Leave

Students are allowed to apply for study leave after attending study for at least the first 2 (two) semesters. For students who are pregnant or who are undergoing treatment that is not possible to participate in academic activities are allowed to apply for leave even from the first semester. Leave can be granted a maximum of 4 (four) semesters while studying at ITS. Any leave can be granted maximum of two consecutive semesters.

Requests for leave must be submitted to the Dean at the latest four weeks after the semester starts, except for stated reasons above accompanied by supporting documents and known by the guardian lecturer and Head of Study Program/Head of Department. No time off counted during the study period

3.13 Quit Study

Every student while attending education at ITS can declared to have stopped studying or terminated. Stop studying or Termination may be caused by the following:

- Students resign at their own request
- Students do not re-register for two consecutive semesters, it will be considered as having resigned
- End of study period
- Violating ITS regulations

Termination of study as intended is determined through Rector's decision. Students who are declared to have stopped studying, except those who violates ITS regulations, is given the right to obtain a certificate and a list of academic achievements.

3.14 Violation of the Academic Code of Ethics

Violation of the academic code of ethics is an ethical violation relating to academic activities within the ITS environment or outside ITS.

Types of violations can be:

- Cheating in exams/quizzes/tests,
- Plagiarism in coursework/final project/thesis/dissertation work,
- Replacing the role of others in the evaluation,
- Instructing other people to act as if they were themselves evaluation,
- Misuse of information and electronic transactions, cooperation with officials to cheat, and/or falsify identity.

3.15 Academic Sanctions

Academic sanctions can be imposed on students who: breaking academic rules. Types of sanctions imposed on students can be in the form of warnings, coaching, partial or cancellation all results of learning evaluation, cancellation of one or several points lectures, cancellation of all courses in one semester, and/or revocation of student status, either temporarily or permanently. In more detail, the application of sanctions can be carried out including:



- Cheating in completing college assignments, namely among others plagiarism and cheating get sanctioned course grades the E.
- Cheating in completing the EBTS exam will get a score penalty ETS for that course gets 0.
- Cheating in exam completion when EBAS is penalized Cancellation of all courses in that semester

Appendix: Lecturer and Education Personnel Profiles



Lecturer Profile



No	Name & NIP	Information	Skill
1.	 <p>Dr. oec. HSG. Syarifa Hanoum, ST, MT NIP 198001062005012005</p>	<p>Head of department Business management</p>	<ul style="list-style-type: none"> • Management Strategy Management Performance • Management Resource Man • Management Strategy
2.	 <p>Dewie Saktia Ardiantono, ST, MT NIP 199111082019032018</p>	<p>Department Secretary Business management</p>	<ul style="list-style-type: none"> • Management Operation • Management Logistics • Management Supply Chain

3.	 <p>Dr. Ir. Bustanul Arifin Noer, M.Sc. NIP 195904301989031001</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none">• Leadership Entrepreneurship• Management Resource Man• Communication Integrated Marketing• Quantitative method
4.	 <p>Imam Baihaqi, ST, M.Sc., Ph.D. NIP 197007211997021001</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none">• Management Operation• Chain Management supply• Management Logistics


5.	 <p>Dr. Ir. Arman Hakim Nasution, M.Eng. NIP 196608131994021001</p>	Lecturer Department Management Business	<ul style="list-style-type: none">• Measurement Performance• Business Simulation• Innovation and Development New product• Management Strategy
6.	 <p>Nugroho Priyo Negoro, ST, SE, MT NIP 197607012003121002</p>	Lecturer Department Management Business	<ul style="list-style-type: none">• Financing Project• Business Valuation• Management Finance



7.	 <p>Dr. Janti Gunawan., M.Eng.Sc., M.Com.IB NIP 196811271997022004</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none">• Business International• Green Economy• Business Communication
8.	 <p>Berto Mulia Wibawa, S.Pi., MM NIP 198802252014041001</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none">• Marketing• Entrepreneurship• Model Innovation Business• Business Creation New

<p>9.</p>	 <p>Aang Kunaifi, SE., MSA., Ak., CA., CSRS., CFP NIP 198707102015041003</p>	<p>Chairman Laboratory Analytics Business and Strategy</p> <p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Accounting managerial • Finance Businessman • Finance & Accountancy Sharia • Business Ethics and Governance Company
<p>10.</p>	 <p>Muhammad Saiful Hakim, SE, MM NIP 1 98305052014041001</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Management Finance • Accounting managerial

11.	 <p>Puti Sinansari, ST, MM NPP 1991201912094</p>	Coordinator Student Affairs and Apprentice Lecturer Department Management Business	<ul style="list-style-type: none">• Management Finance• Management Investment• Design Thinking
12.	 <p>Lissa Rosdiana Noer, S.ST., M.MT NIP 198811182015042002</p>	Lecturer Department Management Business	<ul style="list-style-type: none">• Advertising• Service Marketing• Management Marketing

<p>13.</p>	 <p>Prahardika Prihananto, ST. MT NPP 1991202011030</p>	<p>Coordinator Thesis Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Modeling Financial • Financial Risk • Management Operation • Data analysis
<p>14.</p>	 <p>Ni Gusti Made Rai, S.Psi., M.Psi. NPP 1985201812033</p>	<p>Chairman Laboratory Entrepreneurship And Development Small Business and Intermediate Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Capital & Well-being Psychological • Management Resource Man • Ability Work


15.	 <p>Ninditya Nareswari, SM, M.Sc. NPP 1993202012018</p>	Lecturer Department Management Business	<ul style="list-style-type: none">• Management Finance• Financial Behavior• Funding for UKM
16.	 <p>Bahalwan Apriyansyah, ST, MBA NPP 1993202011008</p>	Lecturer Department Management Business	<ul style="list-style-type: none">• Marketing – Cultural Branding• Digital Business• Entrepreneurship• Marketing & Business International

<p>17</p>	 <p>Mushonnifun Faiz Sugihartanto, STMSc NPP 1994202011065</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Sustainable Supply Chain Management • Operations Management • Digitalization & Industry 4.0 • Halal Logistics
<p>18</p>	 <p>Nabila Silmina Hakim, ST, MBA NPP 1993202012066</p>	<p>Coordinator Internationalization</p> <p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Chain Management supply Sustainable • Behavioral Economics • Consumer behavior




<p>19.</p>	 <p>Dr. Ir. Tatang Akhmad Taufik, M.Sc., IPU NIP 195909041986031003</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Management Technology and Innovation • Innovation System • Entrepreneurship • Industrial Clusters • Management Strategic • Quantitative method
<p>20.</p>	 <p>Gita Widi Bhawika, S.ST., M.MT NIP 198812112014042000</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Management Technology and Innovation • Management Industry • Management Manipulation



<p>21</p>	 <p>Gogor Arif Handiwibowo, S.ST., M.MT NIP 197705292014041001</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Management Strategic • Management Technology and Innovation • Development New product • Business Ethics and CSR
<p>22.</p>	 <p>Geodita Woro Bramanti, ST, M.Eng. sc NPP 1985202012033</p>	<p>Lecturer Department Management Business</p>	<ul style="list-style-type: none"> • Management Finance • Management Banking • Risk Management

Educational Personnel Profile

No	Name/NIP	Information
1.	 <p data-bbox="314 655 572 711">Herlin Prihartati, S. Kom NIP 198311222014042001</p>	<p data-bbox="770 488 972 580">Head of subsection Department Business management</p>
2.	 <p data-bbox="300 1106 580 1161">Erma Kurnia Hartiningsih, SE NPP 1977201822062</p>	<p data-bbox="770 914 972 1050">Treasurer Staff Financial Manager Department Business management</p>

1

3.	 <p>Cindy Mauri Gita Puteri Warsito, A.Md. NPP 1996201722478</p>	staff Administrative General Department Business management
4.	 <p>Reza Ayu Amelia Cahyaningtyas, SM NPP 1998202122058</p>	Academic Staff Department Business management
5.	 <p>Well done Lutfi Efendi NIP 198106152014091002</p>	Pranata staff

6.	 <p>Abdul Hadi NIP 197904192007011001</p>	Security Staff
7.	 <p>Soedjoko NPP 1968201821233</p>	Cleaning staff and Security

Attachment: Course Syllabus for the Department of Business Management ITS

SUBJECT	BW184101: Introduction to Business Management
	Credit : 3 credits
	Semester 1

COURSE DESCRIPTION	
<p>This course introduces students to the nature of managerial work in organizations. The course begins with the history of the development of management theory; factors in the organizational environment that impact how managers make decisions and the organization works; key and contemporary issues faced by managers and organizations; 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 organisations, including emerging national and international trends.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.1.2	Able to demonstrate independent, quality, and measurable performance;
2.2.1	Be able to examine the implications of the development or implementation of technological science that pays attention to and applies the values of the humanities in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism, compile a scientific description of the results of their studies in the form of a thesis or final project report, and upload it on the college website;
2.2.2	Compile a scientific description of the results of the study mentioned above in the form of a thesis or final project report, and upload it on the college website.
3.1.1	Able to manage and run a business, both a new business (start-up) and an existing business
3.1.2	Able to apply the latest business concepts and philosophies to problems business and management in various fields.
3.1.3	Be 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 compile a comprehensive business plan
4.1.3	Understand the basic theory of management
COURSE LEARNING ACHIEVEMENTS	
1. Students are able to explain basic business concepts including motivation, goals Define management and summaries the evolution of management ideas on how managers may influence, people, organizations and their contexts to achieve	

<p>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.</p> <ol style="list-style-type: none"> Identify and discuss contextual factors in the organizational environment that impact how people, managers, and organizations interact. Explain 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 academic writing, research, inquiry and analysis skills required of the management discipline.
SUBJECT
<ol style="list-style-type: none"> Management and Organization Academic Writing CSR and ethics Decision Making Management Functions
PRECONDITION
MAIN REFERENCES
Ebert, Griffin, 2014, <i>Business Essentials</i> , Ninth Edition, Pearson
SUPPORTING LITERATURE

SUBJECT	BW184102: Microeconomics
	Credit : 3 credits
	Semester 1
COURSE DESCRIPTION	
Students are able to understand economics on a micro scale which includes the characteristics of economic actors (consumers and producers) and their interactions.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 values according to their field of expertise.
2.3.1	able to make decisions appropriately in the context of problem solving in the field 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	Understand economic theory both
	micro and macro

COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Know and understand the principles and rules of microeconomics, both verbally, graphically and mathematically, as well as the relationships between them 2. Know and understand the basic principles of the law of supply and demand and be able to apply in the context of elasticity theory 3. Know and understand the ins and outs of the behavior of all parties involved in economic activity, both consumers and producers 4. Understand the existence of a product's market structure in the context of business competition 5. Understand the role of input factors in economic activity, including the aspect of capital and investment 6. Study the weaknesses of microeconomics when applied in the field, also understand the background to the emergence of the government's role in economic activity. 7. Able to communicate through written language in a clear and structured manner convey ideas or analyze thoughts 8. Able to communicate verbally clearly and effectively in conveying ideas or analyzing thoughts 9. Able to develop analytical power by utilizing and collaborating with various available reference sources 10. Able to work in an integrated manner as a team 	
SUBJECT	
<ol style="list-style-type: none"> 1. Demand, Supply of Goods and Elasticity 2. Theory of the Company: Production, Cost, Profit Maximization, Pricing 3. Market: Market Structure, Input Factor Market 4. Investment, capital market. 	
PRECONDITION	
MAIN REFERENCES	
<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 LITERATURE	
<ol style="list-style-type: none"> 1. Das SP, (2007), Microeconomics for Business, SAGE Publication 2. Hall, Lieberman (2010), Microeconomics : Principles and Applications, South Western Cengage-Learning, 5th ed . 3. McConnell CR, Brue SL, Flynn SM, (2012), Microeconomics : Principles, Problems and Policies, McGraw Hill, 19th ed 	

SUBJECT	BB184101: Introduction to Accounting
	Credit : 3 credits
	Semester 1
COURSE DESCRIPTION	

<p>This course is designed to help students learn business transactions, how to obtain accounting information, and how to process accounting information into financial reports. This course also provides an understanding of the meaning and benefits of accounting, recording and presenting business transactions into financial reports. This course will provide a basic understanding of accounting for students before taking other courses that require a basic understanding of accounting.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.5	Able to prepare financial reports for the needs of external parties.
3.3.2	Able to select, analyze, synthesize, and evaluate business information
4.2.5	Understand the theory and basic principles of accounting
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand and demonstrate the accounting equation. 2. Analyze, record, and report business transactions in service companies 3. Analyzing, recording, and reporting business transactions at trading companies 4. Analyze, record, and report business transactions at the company manufacture 5. Operate accounting applications/software to analyze business transactions. 	
SUBJECT	
<ol style="list-style-type: none"> 1. The accounting equation. 2. Service company accounting cycle 3. The accounting cycle of merchandising companies 4. Manufacturing company accounting cycle 5. Application/accounting software 	
PRECONDITION	
-	
MAIN REFERENCES	
<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, DE Kieso, and PD Kimmel. 2012. Accounting Principles 12th edition, John Wiley and Sons, Inc 	
SUPPORTING LITERATURE	
<ol style="list-style-type: none"> 1. Selvi Monalisa. 2014. Practical Introduction to Accounting 1. Jakarta: Salemba Empat [SM] 2. Reeve, Warren, Duchac, Wahyuni, Soepriyanto, Jusuf, and Djakman. 2008. Principles of Accounting/Indonesia Adaptation. Cengage Learning Asia Pte Ltd, Publisher Salemba Empat. [R] 3. Suwardjono. 2003. Introductory Accounting I: Data Creation Process System Approach. Third Edition. Yogyakarta: BPF [S] 	

EYE STUDYING	KM184101 : Mathematics 1	
	Credit	: 2 credits
	Semester	: 1
COURSE DESCRIPTION		
<p>Decision making is a routine activity that must be carried out by managers in various business functions. Good decisions require the support of accurate data and comprehensive analysis techniques. The use of quantitative modeling in decision making today has become commonplace. Increasingly fierce competition forces business people to make wise and appropriate decisions.</p> <p>With the availability of software for management decision making, current information technology advances make it easier for business people to analyze data.</p> <p>This course teaches basic knowledge and 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 completing various mathematical methods.</p>		
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS		
CPL-1	Be 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 basic theory of mathematics which includes the concepts 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 ACHIEVEMENTS		
<ol style="list-style-type: none"> 1. Understand and apply the principles and rules of quantitative analysis. 2. Be able to change the problem into a suitable mathematical model 3. Learn how to use deterministic quantitative analysis techniques (linear programming, integer programming, transport and assignment models, Network Flow Models, and Multicriteria Decision Making) 4. Learn how to use probabilistic quantitative analysis techniques (decision analysis, queuing theory and Markov) 		

5. Able to use analysis software interpret results.	quantitative and
SUBJECT	
<ol style="list-style-type: none"> 1. Basic concepts of matrix algebra, determinant properties, elementary row operations, systems of linear equations and eigenvalue or eigenvector problems. 2. Basic concepts of the real number system 3. Basic concepts of complex numbers 4. Derivatives 5. Application of derivatives 6. Indefinite integral 	
PRECONDITION	
There isn't any	
MAIN REFERENCES	
<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 LITERATURE	
<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 	

EYE STUDYING	UG184913 : Citizenship
	Credit : 2 credits
	Semester : 1
COURSE DESCRIPTION	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
CPL-1	Contributing to improving the quality of life in society, nation, state and civilization based on Pancasila (s.3)
CPL – 2	Act as a citizen who is proud and loves the motherland, has a sense of nationalism and a sense of responsibility to the state and nation (s.4)
CPL – 3	Obey the law and order in social and state life (s.7)
CPL – 4	Able to be responsible for the achievement of group work results as well as supervise and evaluate the completion of work assigned to colleagues for whom they are responsible (KU.7)
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to convey conceptual and empirical arguments about the function and role of citizenship in strengthening Indonesian national identity. (KK. 1) 	

2. Able to have comprehensive knowledge to synergize the use of science and technology with elements of the nation which include; 1945 Constitution, Law and Government System, 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: appreciating diversity, being able to work together, having a sense of trustworthiness, social sensitivity and a high sense of love for the nation, nation and state of Indonesia. (KK. 4)
5. Understand the nature of Citizenship Education in developing all undergraduate or professional abilities and the urgency for the nation's future. (P.1)
6. Mastering the substance of citizenship education for Indonesian personality, building a sense of nationality and love for the motherland, 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. Understand the relationship between citizenship education and life values so that they become citizens with Indonesian characteristics who are competitive, disciplined and actively participate in building a peaceful life based on the Pancasila value system. (H.3)
8. Mastering the application of the concept of citizenship, making good citizens capable of supporting the life of the nation and state, democratic citizens, namely citizens who are intelligent, civilized and responsible for the survival of the Indonesian state in practicing science, technology and artistic abilities. (P.4)
9. Understanding the contribution of citizenship in the formation of attitudes and values: respecting diversity, being able to work together, having trustworthiness, social sensitivity, and high love for the nation, nation and state of Indonesia. (p.5)

SUBJECT

1. Introduction and Learning Contract
2. The Nature and Challenges of Citizenship
3. The essence and urgency of national identity and its dynamics and challenges
4. The Urgency of National Integration and the Challenges
5. Constitutional Values and Norms of the 1945 Constitution of the Republic of Indonesia and Constitutional Dynamics and Challenges
6. Obligations and Rights of the State and Citizens and the Challenges
7. Based on the Nature, Instrumentation and Practice of Indonesian Democracy
Pancasila and the 1945 Constitution
8. Human Rights
9. Dynamics and Challenges of Fair Law Enforcement in Indonesia
10. Dynamics and Challenges of the Archipelagic Outlook
11. Regional Autonomy
12. World Peace; State Position in the Global Era;

PRECONDITION

There isn't any
MAIN REFERENCES
<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 LITERATURE
<ol style="list-style-type: none"> Armaidy Armawi, Geostrategy Indonesia, Jakarta, Directorate General of Higher Education, 2006 Azymardi Azra, New Paradigm of National Education and Reconstruction and Democratization, Kompas Publisher, Jakarta, 2002 Bahar, Dr. Saefrodin, "State Context, Human Rights, Sinar Harapan Library, Jakarta, 2000. Kaelan, Citizenship Education, UGM Press, Yogyakarta 2005. Slamet Soemiarno, Geopolitics of Indonesia, Jakarta, Directorate General of Higher Education, 2006

Subject	UG184914 : Religion
	Credit : 2 credits
	Semester : 1
COURSE DESCRIPTION	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
CPL – 1 (S1)	Fear of God Almighty and able to show 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 application of science and technology
CPL – 4 (KU1)	Internalize academic values, norms, and ethics
CPL – 5 (KU2)	who pays attention to and applies humanities values according to their field of expertise
CPL – 6 (KU5)	Able to demonstrate independent, quality, and measurable performance
CPL – 7 (KU11)	Able to make the right decisions in the context of solving problems in the field of expertise, based on the results of information and data analysis

COURSE LEARNING ACHIEVEMENTS

1. Be able to explain the nature of the human relationship with God, with others humans and with the environment (KK.1);
2. Able to present the results of related conceptual and/or empirical studies the essence and urgency of Islamic spiritual values as one of the determinants in building a nation with character (KK.2);
3. Able to behave consistently with the coherence of the main points of religious teachings as an exercise 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 subject component Compulsory and its urgency as spiritual values which are one of the determinants in the development of national character (P.1);
6. Able to master the substance of religion as one of the basic components national unity and unity in the Unitary State of the Republic of Indonesia (P.2);
7. Able to understand the interrelationship of sources of Islamic teachings and its contextualization in modern life as Islamic teachings that are rahmatan lil alamin (P.3);
8. Able to master the application of Islamic concepts in science and technology, art, social culture, politics, economy, and people's welfare issues (P.4);
9. Be able to understand the contribution of religion in the development of world civilization, and master strategies for optimizing the role and function of mosques as centers of development (P.5).

SUBJECT**Islam**

1. Building the Al-Qur'an Paradigm
2. Divinity
3. Integration of Faith, Islam and Ihsan in Forming Kamil People
4. Religion Guarantees Happiness
5. Grounding Islam in Indonesia
6. Islam Builds Unity in Diversity
7. Effective Management of Zakat and Waqf (Islamic Philanthropy)
8. Optimizing the Role and Function of the Mosque for the Welfare of the People
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

Protestant

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

Hinduism 1. History of

- Hinduism 2. Brahmadeya/Hindu Theology 3. Vedas 4. Humans in a Hindu Perspective 5. Hindu ethics/morals 6. Religious art 7. Harmony 8. Society

Buddhism 1. The Philosophy and History

of the Meaning of Buddhism and Human Life 2.

- 3. The universal laws of Buddhism 4. The concept and meaning of ONE ONE GOD in Buddhism Moral values as guidelines for human life (Sila) 5. 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-Confucianism 2. Purpose of Human Life 3. 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. Principles of Moral and Ethical Teachings

PRECONDITION

There isn't any

MAIN REFERENCES

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

Protestant

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

Hindu

Directorate General of Learning and Student Affairs, 2016, Hindu Religious Education for

Higher Education, Ministry of Research, Technology and Higher Education of the Republic of Indonesia

Buddha

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)

Confucius

1. Xs. Tjihie 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 LITERATURE

SUBJECT	UG184914 : English
	Credit : 2 credits
	Semester : 1
COURSE DESCRIPTION	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 application of science and technology that pays attention to and applies values

	humanity according to their field of expertise
CPL – 3 (KU2)	Able to demonstrate independent, quality, and measurable performance
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to make good and correct English sentences in accordance with sentence elements and standard English grammar 2. Able to make good and correct paragraphs in accordance with the rules and elements elements that make up a paragraph. 3. Be able to explain the factors that make a successful presentation and Good. 4. Able to make academic presentations to convey facts, opinions, arguments, questions, answers, and or objections 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 take notes correctly. 6. Able to apply appropriate reading strategies such as scanning, skimming and reading for details as well as vocabulary comprehension strategies to answer reading questions correctly. 7. Able to make inferences, paraphrase and summarize. 8. Be able to analyze the organizational structure of reading (text pattern organization) 	
SUBJECT	
<p>CPMK 1: Developing effective English sentences</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 paragraphs</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 discussions</p> <p>CPMK 5: Listening to various conversations and talks.</p> <ul style="list-style-type: none"> • Sub CPMK 5.1: Listening to short conversations • Sub CPMK 5.2: Listening to longer conversations • Sub CPMK 5.3: Listening to talks and note taking <p>CPMK 6: Reading for Understanding: strategies and applications</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 detailed information 	

- Understanding unstated detailed information
- Understanding implied information

CPMK 7: Making inferences, paraphrasing and summarizing

CPMK 8: Text pattern organizations

PRECONDITION

There isn't any

MAIN REFERENCES

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 LITERATURE

1. Bonamy David, "Technical English," Pearson Education, New York, 2011
2. Fellag Linda Robinson, "College Reading," Houghton Mifflin Company, 2006
3. Fuchs Marjorie & Bonner Margaret, "Focus on Grammar; An Integrated Skills Approach," Pearson Education, Inc., 2006
4. Hague Ann, "First Steps in Academic Writing," Addison Wesley Publishing Company, 1996
5. Hockly Nicky & Dudeney Gavin, "How to Teach English with Technology, Pearson Education Limited, 2007
6. Phillipd Deborah, Pearson "Longman Preparation COURSES for the TOEFL Test," Education, Inc., 2003
7. Root Christine & Blanchard Karen, York, 2005
8. "Ready to Read Now, Pearson Education, New York
9. Christine & Blanchard Karen, York, 2003 "Ready to Write, Pearson Education, New York
9. Weissman Jerry, "Presenting to Win, the Art of Telling Your Story, Prentice Hall, 2006

EYE STUDYING	IG141106	: Indonesian
	Credit	: 2 credits

	Semester : 1
COURSE DESCRIPTION	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
CPL – 1 (S8)	Internalize academic values, norms and ethics;
CPL – 2 (KU9)	Document, store, secure and retrieve data to ensure validity and prevent plagiarism
CPL – 3 (KU1)	Able to apply logical, critical, systematic and innovative thinking in the context of developing or applying science and technology that pays attention to and applies humanities values according to their field of expertise;
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to explain academic ethics correctly in preparing KTI; 2. Able to search, store, and process references through the Mendeley application to avoid plagiarism; 3. Be able to explain and/or give systematic examples of language formulations Indonesian used in KTI by paying attention to grammatical rules, PUEBI, and KBBI; 4. Able to apply logical, critical, systematic, and innovative thinking in preparation of the introductory part of KTI using good and correct Indonesian 5. Able to apply logical, critical, systematic, and innovative thinking in preparation of the results section and discussion of KTI using good and correct Indonesian 6. Able to apply logical, critical, systematic, and innovative thinking in preparation of KTI in the conclusion section using good and correct Indonesian 7. Presenting the results of the preparation of KTI orally according to the principles of effective communication 	
SUBJECT	
<ol style="list-style-type: none"> 1. Academic ethics. 2. Mendeley applications and reference techniques. 3. Systematics, style, and grammatical rules of the Indonesian language in Eastern Indonesia. 4. Effective presentation. 	
PRECONDITION	
There isn't any	
MAIN REFERENCES	
<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 2016, <http://badanbahasa.kemendikbud.go.id/lamanBahasa/sites/default/files/PUEBI.pdf>

SUPPORTING LITERATURE

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://jrtdd.com/wp-content/uploads/2018/05/How-to-Write-a-Paper-in-Scientific-Journal-Style-and-Format.pdf>

SUBJECT	BB184304: Quantitative Methods for Business
	Credit : 3 credits
	3rd semester
COURSE DESCRIPTION	
This course provides knowledge on how to make analysis of data using quantitative methods to assist the decision-making process.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.2.1	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 values in accordance with their field of expertise.
2.3.1	Able to make decisions appropriately in the context of problem solving in the field 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 select and apply various qualitative and quantitative methods in solving business problems.
3.5	Able to compile a comprehensive business plan.
4.3.1	Mastering and understanding quantitative and qualitative techniques in solving business problems
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Know and understand the principles and rules of quantitative analysis. 2. Able to formulate problems into appropriate mathematical models. 3. Understand deterministic quantitative analysis techniques (linear programming, integer programming, transportation and assignment models). 4. Understand probabilistic quantitative analysis techniques (decision analysis, theory queue). 5. Able to use software for quantitative analysis and interpretation results to achieve competitive competitiveness. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Linear Programming 2. Transportation assignments 	

3. Queuing
PRECONDITION
Business Mathematics
MAIN REFERENCES
<ol style="list-style-type: none"> 1. Render, B., Stair, RM & Hanna (2012), Quantitative Analysis for Management (11th Ed), Pearson Education, 2. Harlow, England Taylor, B (2006), Introduction To Management Science, 9th ed, Prentice Hall
SUPPORTING LITERATURE
Articles and Journals

SUBJECT	BB184202: Financial Accounting
	Credit : 3 credits
	Semesters : 2
COURSE DESCRIPTION	
<p>This course explains the concepts and principles of financial accounting, including definitions, recognition, measurement and assessment as well as the presentation and disclosure of financial accounting information. The application of financial accounting concepts is prioritized for each account in the financial statements according to financial accounting standards. The main objective of this course is to apply financial accounting concepts to financial statement analysis.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.5 Able	to prepare financial reports for the needs of external parties.
3.3.2 Able	to select, analyze, synthesize, and evaluate business information.
4.3.3. Under	stand and data analysis techniques and master interpreting both operational data and financial
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand the scope of financial reports 2. Understand the concept and nature of <i>each</i> account in the report finance 3. Demonstrate accounting technical skills to read and analyze financial reports. 4. Communicating in business activities using concepts, procedures, and techniques accountancy. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Purpose and scope of Financial Statements 2. The concept and nature of the accounts in the financial statements 	
PRECONDITION	
Introduction of accounting	
MAIN REFERENCES	

<ol style="list-style-type: none"> 1. Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield. 2013. INTERMEDIATES ACCOUNTING 15th Edition. John Wiley and Sons, Inc 2. Dwi Martani, Silvia V. Siregar, Ratna Wardhani, Aria Farahmita, Edward Tanujaya. PSAK-Based Intermediate Financial Accounting (Edition 2 Book 1/ Book 2). Salemba Four 3. Carl S. Warren, James M. Reeve, Jonathan E. Duchac. 2014. Accounting 25e. Cengage Learning
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Hans Kartikahadi, Rosita Uli Sinaga, Merliyana Syamsul, Sylvia Veronica Siregar, Ersu Tri Wahyuni. Financial Accounting Based on IFRS-based SAK. Indonesian Institute of Accountants (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

SUBJECT	BW184203: Macroeconomics
	Credit : 3 credits
	Semesters : 2
COURSE DESCRIPTION	
Students are able to understand economics on a macro scale including State Policy in the economic field.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.3.1	Able to make decisions appropriately in the context of problem solving in the field of expertise, based on the results of information and data analysis.
4.4.1	Understand both micro and macro economic theory
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Know and understand the principles and rules of macroeconomics, both in terms of verbal, graphic and mathematical, and the relationship between them 2. Understand in depth domestic and global economic policies that affect changes in aggregate demand (demand shocks) and changes in aggregate supply (supply shocks). 3. Understand the economic dynamics that cause significant changes both on average and in the aggregate of total output, employment, and price and wage levels. 4. Understand in depth the relationship between the level of price changes, interest rates and exchange rates, in the dynamics of a country's economy 5. Have an in-depth understanding of fiscal policy, deep monetary policy country's economic framework 6. The soft skills competencies (SS) that will be achieved through this Macroeconomics lesson are as follows: 7. Able to communicate through written language in a clear and structured manner convey ideas or analyze thoughts 8. Able to communicate verbally clearly and effectively in conveying ideas 	

or thought analysis
9. Able to develop analytical power by utilizing and collaborating available reference sources
10. Able to work in an integrated manner as a team
MAIN SUBJECT
1. Economic Concepts, Introduction to Macroeconomics
2. State Economic Activities
3. Monetary Policy and Fiscal Policy
4. Financial Crisis
5. International Trade
PRECONDITION
Microeconomics
MAIN REFERENCES
Karl E. Case, Ray C. Fair, Sharon M. Oster, (2012), Principles of Macroeconomics ed., Pyndick, , 10th Rubenfield, [2010], Microeconomics, Pearson, 7th ed
SUPPORTING LITERATURE
1. Nellis JG, 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), Indonesia's Economic Landscape: Study and Reflection on Structural Problems, New Transformations and Prospects for the Indonesian Economy, Kencana, Jakarta
4. Fiscal Analysis Agency, Ministry of Finance, (2004), Fiscal Policy: Thoughts, Concept and Implementation, Kompas Book Publishers
5. Tony Hartono, (2006), Economic Mechanisms in the Indonesian Economic Context, Publisher PT. Rosda Karya Youth, Bandung

SUBJECT	BB184203: Data Analysis
	Credit : 3 credits
	Semesters : 2
COURSE DESCRIPTION	
This course provides an introduction to data analysis to prepare students to enter the world of work with skills in using Microsoft Excel. This course is designed so that students are able to analyze data and make decisions.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.3.1 Able to make decisions appropriately in the context of problem solving in the field of expertise, based on the results of information and data analysis.	
4.4.1 Understand both micro and macro economic theory	
COURSE LEARNING ACHIEVEMENTS	
1. Study statistics in the context of data analysis	
2. Able to work with real problem data so that students are capable	

understand the ins and outs and complexities of analysis
SUBJECT
<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
PRECONDITION
MAIN REFERENCES
Berk KN, Carey P (2000) Data Analysis with Excel. Duxbury
SUPPORTING LITERATURE

SUBJECT	BB184204: Design Thinking
	Credit : 3 credits
	Semesters : 2
COURSE DESCRIPTION	
<p>This course introduces students to the concept of a 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 new solutions to difficult problems. It is an iterative problem-solving process of invention, idea, and experimentation that uses design-based techniques to gain insight and generate innovative solutions for almost any type of organizational or business challenge, including those in the public service. With design thinking, you can confidently generate solutions to problems such as failing businesses, launch new products or companies, solve social problems such as inadequate healthcare, and improve service quality.</p> <p>This course uses problem-based learning where sessions in class are minimum. Students are asked to apply knowledge using real-world problem settings.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.3.2 Able to select, analyze, synthesise, 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 ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand a new approach — design thinking — that is enhancing innovation activity in terms of market impact, value creation and speed. 2. Be able to apply design thinking concepts to identify customer needs, hypothesize good concepts, collect appropriate data, and develop prototypes that enable meaningful feedback in real-world environments. 3. Translate broadly defined opportunities into actionable innovation possibilities and recommendations for client organizations. 	
SUBJECT	
<ol style="list-style-type: none"> 1. HRM concept 2. Recruitment 3. Training 4. Performance appraisal <p>Employee management</p>	
PRECONDITION	
MAIN REFERENCES	
<ol style="list-style-type: none"> 1. IDEO. (2015). The field guide to human-centered design: Design kit. 2. Martin, Roger (2009), The Design of Business: Why Design Thinking is the Next Competitive Advantage, Harvard Business Review Press 3. Liedtka, J., & Ogilvie, T. (2011). Designing for growth: A design thinking tool kit for managers. New York: Columbia Business School Publishing. 	
SUPPORTING LITERATURE	

EYE STUDYING	IG141106 : Pancasila
	Credit : 2 credits
	Semester : 1
COURSE DESCRIPTION	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
CPL – 1 (S3)	Contributing to improving the quality of life in society, nation, state, and progress of civilization based on Pancasila (S.3)
CPL – 2 (S5)	Appreciate the diversity of cultures, views, religions and beliefs as well as other people's original opinions or findings (s.5)

CPL – 3 (S6)	Cooperate and have social sensitivity and concern for society and the environment (s.6)
CPL – 4 (KU3)	Able to study the implications of the development or application of science and technology that pays attention to and applies human values according to their expertise based on scientific principles, procedures and ethics to produce solutions, ideas, designs or art criticism (KU.3)
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to understand the importance of history to strengthen national identity Indonesia 2. Be able to analyze factual problems of nationality based on perspective Pancasila 3. Able to analyze the concept of science and technology development based on Pancasila values 4. Able to practice social sensitivity, care for the environment and love for the motherland 	
SUBJECT	
<ol style="list-style-type: none"> 1. The Urgency of Pancasila Education in Indonesia 2. Pancasila in the Perspective of the History of the Indonesian Nation 3. Pancasila as the Foundation of the Republic of Indonesia 4. Pancasila as State Philosophy and Ideology 5. Pancasila as an Ethical System and Implementation of the Pancasila precepts 6. Pancasila as the Basic Value of Science and Technology Development in Indonesia 	
PRECONDITION	
There isn't any	
MAIN REFERENCES	
<ul style="list-style-type: none"> • Ministry of Research, Technology, and Higher Education. 2016. <i>Pancasila for Higher Education</i>. Jakarta: Directorate of Learning and Student Affairs 	
SUPPORTING LITERATURE	
<ol style="list-style-type: none"> 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. <i>Ethics</i>. Jakarta: Gramedia. 3. Friedman, Thomas. 2006. <i>The World is Flat: A Brief History of the 21st Century</i>. Jakarta: Dian Rakyat 4. Kattsof, Louis O. 1992. <i>Introduction to Philosophy</i>. Yogyakarta: Tiara Discourse. 5. Latif, Judi. 2011. <i>Plenary State</i>, Jakarta: PT. Gramedia Main Library. 6. Latif, Judi. 2018. <i>Pancasila Insights: A Guiding Star For Civilization</i>. Jakarta: Mizan. 7. Magnis-Suseno, Franz. 2006. <i>Political Ethics: Basic Moral Principles of Modern state</i>. Jakarta: Publisher Gramedia Pustaka Utama. 8. Schwab, Klaus. 2016. <i>The Fourth Industrial Revolution</i>. 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: King Libraries.

SUBJECT	BB184201: Human Resource Management	
	Credit	: 3 credits
	Semesters : 2	
COURSE DESCRIPTION		
<p>This course provides students with an understanding of the strategic role of human resource management in a modern company. Besides that, this course also provides an understanding of the various functions of human resource management, starting from the first thing that must be done, namely job analysis. Furthermore, various other human resource management activities are also provided, such as: employee recruitment and selection, employee training and development, various techniques for evaluating and managing employee performance, and compensation. Several issues related to human resource management will also be discussed, such as: labor/ industrial relations, occupational health and safety (K3), as well as the current challenges of human resource management in the face of globalization.</p>		
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS		
3.2.4	Able to apply managerial functions in the field of resource management man.	
4.2.4	Understand the theory and basic principles of Human Resource management.	
COURSE LEARNING ACHIEVEMENTS		
<ol style="list-style-type: none"> 1. Able to perform human resource management 2. Able to design and manage job and evaluation systems for employees 3. Able to collaborate effectively and professionally both as a member and as a leader 4. Understand the theory and principles of human resource management 5. Able to manage business activities based on management concepts 6. Able to manage business both in local and global environment 7. Able to plan and manage both time and human resources 		
SUBJECT		
<ol style="list-style-type: none"> 5. HRM concept 6. Recruitment 7. Training 8. Performance appraisal 9. Employee management 		

PRECONDITION
Introduction to Management
MAIN REFERENCES
Dessler, G. (2013). Human Resource Management (13th edition), Pearson.
SUPPORTING LITERATURE
Meija, L., Balkin, D., Cardy, R (2012). Managing Human Resources (7th Edition), Pearson.

SUBJECT	BB184301: Marketing Management
	Credit : 3 credits
	3rd semester
COURSE DESCRIPTION	
<p>This course teaches the exploration and practical application of basic marketing tools. This includes policies related to products, pricing, promotion, distribution, sales management, customer segmentation, and customer retention. During class, we will analyze many case studies which require us to identify marketing opportunities, refine <i>value propositions</i>, select customer segments, and develop marketing programs for various management situations.</p> <p>Marketing appeals to everyone, whether in the form of marketing goods, services, properties, people, places, events, information, ideas or organizations. Because it is used by students, educators, and business people, Marketing Management is constantly evolving and contemporary. This course also includes a number of creative and analytical assignments, including a semester-long group assignment.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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.
3.4.3	Able to think creatively and analytically in identifying business opportunities.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> Students understand how marketers use the most important tools and concepts and apply them in maximizing profits for companies Students understand how marketers analyze and measure complex marketing challenges Students understand how marketers develop plans integrated marketing Students are able to develop a comprehensive marketing analysis Students are able to make persuasive arguments Students are able to criticize non-stop to their classmates, both internally and externally form of writing or visual aid during the presentation Students are able to make reasoned marketing decisions 	

8. Students are able to listen carefully and respect friends' ideas classmate
SUBJECT
<ol style="list-style-type: none"> 1. Introduction to Marketing Management 2. 21st Century Marketing 3. Marketing Research 4. Creating Long Term Relationships (Customer Loyalty) 5. Identify Segmentation and Target Markets 6. Analyzing Business and Consumer Markets 7. Build a Strong Brand 8. Advertising Promotion and Management 9. Determine Pricing Strategy and Program 10. <i>Competitive Dynamics</i>
PRECONDITION
Introduction to Management
MAIN REFERENCES
Kotler, P., & Keller, KL (2012). Marketing management 14e. Upper Saddle River, NJ: Pearson
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Kotler, P. & Armstrong, G. (2014). Principles of marketing. Toronto: Pearson Prentice Hall. 2. Journal

SUBJECT	BB184302: Operations Management
	Credit : 3 credits
	3rd semester
COURSE DESCRIPTION	
This course provides the basic knowledge of how to plan, coordinate and control the resources needed in the core business processes of a company to produce products or services according to the planned targets effectively and efficiently	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.1.2	Able to apply the latest business concepts and philosophies to problems business and management in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
4.2.1	Understand the basic theory and principles of operational management.
COURSE LEARNING ACHIEVEMENTS	
1. Students are able to understand the position and level of importance of operations management in a business and its relationship with financial processes, marketing, and other operations management activities. 2. Students can identify operations management activities in a business and how they differ from other businesses.	

3. Provide knowledge about several strategic decisions that must be made related to the operational management of a business and the impact of these decisions on <i>day by day</i> operational activities and the competitiveness of the business.
4. Provide technical capabilities related to tactical decisions in operations management, such as Forecasting, Inventory, Scheduling, Layout capabilities, etc.
SUBJECT
1. Product, service and process design 2. Operations Management Strategy 3. Quality Management 4. Inventory Management
PRECONDITION
Introduction of accounting
MAIN REFERENCES
Chase, RB, Jacobs, FB, and NJ Aquilano (2004). Operations Management for Competitive Advantage. 10th Editions, McGraw Hill, NY, USA.
SUPPORTING LITERATURE
1. William J. Stevenson (2007). Operations Management, 9th Edn, McGraw-Hill Irwin. ISBN: 0071109161 2. Reid, RD and NR Sanders (2002). Operations Management. John Willey & Sons USA Ross, SM

SUBJECT	BB184303: Financial Management
	Credit : 3 credits
	3rd semester
COURSE DESCRIPTION	
Courses that study company financial management with the aim of maximizing the value of the company. The approach used in MK learning is through a student center learning approach that encourages active participation from students. Students also gain experience related to financial management in companies through reviews.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the theory and basic principles of financial management.
COURSE LEARNING ACHIEVEMENTS	
1. Students can understand financial management	
2. Students are able to do financial forecasting	
3. Students are able to determine the appropriate company capital mix.	
4. Students are able to understand the management of company financial assets	
5. Students are able to do capital budgeting.	
SUBJECT	
1. Risk and Return, Financial Statement analysis	

2. Working capital, Capital Budgeting 3. Cost of Capital, Capital Structure
4. Dividend Policy
PRECONDITION
Introduction to Management
MAIN REFERENCES
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 LITERATURE

SUBJECT	BB184305: Business Statistics
	Credit : 3 credits
	3rd semester
COURSE DESCRIPTION	
Students are able to perform statistical analysis to support decision making using manual calculations and with the help of computers.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.3.2	Able to select, analyze, synthesize, and evaluate business information.
3.3.4	Able to select and apply various qualitative and quantitative methods in solving business problems.
3.4.2	Able to use the latest technology to support management functions
4.3.3	Understanding and master the techniques of interpreting analysis data And both operational data and financial data.
COURSE LEARNING ACHIEVEMENTS	
1. Mastering data collection techniques, sampling mechanisms, and being able to use descriptive data presentation and analysis techniques to support the delivery of an idea, idea, or basis for a decision	
2. Mastering the basic concepts of probability and probability distribution and being able to identify a probabilistic/uncertain event. distribution probability	
3. Able to use various methods to perform inference analysis as a form of problem solving or basis for making decisions related to population characteristics	
4. Can explain the practical issues of Statistics within the scope of problem solving and	

decision making, especially in real business problems.
SUBJECT
<ol style="list-style-type: none"> 1. Data Distribution and Probability 2. Sampling and Estimation 3. ANOVA and Regression 4. Hypothesis Testing
PRECONDITION
Introduction of accounting
MAIN REFERENCES
Groebner, DF, Shannon, PW, Fry, PC, Smith, KD (2011). Business Statistics: A Decision Making Approach, 8th. Edition, Prentice Hall.
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Walpole, RE, Raymond H. Myers, SH Myers, Keying Ye (2002). Probability and Statistics for Engineers and Scientists, 7th. Editions, Prentice Hall, Inc., NJ. 2. Ross, SM (2004). Introduction to Probability and Statistics for Engineers and Scientists, 3rd editions, Elsevier Inc., USA

SUBJECT	BB184306: New Business Creation
	Credit : 4 credits
	3rd semester
COURSE DESCRIPTION	
<p>This course focuses on the creation of new businesses by students, combining textbook theory and entrepreneurial experience. Students will learn the basic business models and team building principles essential for creating entrepreneurial opportunities and taking action on them. The aim of this course is to prepare students to test the feasibility of new business opportunities and conduct feasibility studies, either for their own ideas or for others. This is a real experience in entrepreneurship and also an opportunity for students to learn how to start your own company, design a sustainable business model, and most importantly – interact with many interesting business people (local and international practitioners) through professional academic discussions.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.6	Working together and having social sensitivity and concern for society and the environment.
1.10	Internalize the spirit of independence, struggle and entrepreneurship.
1.11	Try your best to achieve perfect results..
2.1.2	Able to demonstrate independent, quality, and measurable performance.
3.1.1	Able to manage and run a business, both new businesses (start-ups) and existing businesses.
COURSE LEARNING ACHIEVEMENTS	
1. Students understand the steps and key elements of the creation process business.	

<ol style="list-style-type: none"> 2. Students gain knowledge of entrepreneurial behavior and tasks required to successfully create and manage technology-intensive businesses. 3. Students experience the challenge of selling products/services that they did not create themselves. 4. Students are able to run a real business based on passion and opportunity the market 5. Students understand concepts related to identifying and taking advantage of opportunities, including: evaluating entrepreneurial opportunities, formulating strategies, planning and business implementation.
SUBJECT
<ol style="list-style-type: none"> 1. Creating a business mindset 2. Business model and value proposition design 3. Dealing with suppliers, consumers, and investors 4. Business practices 5. Start-up exhibition 6. Posters
PRECONDITION
MAIN REFERENCES
Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). Business model generation: A handbook for visionaries, game changers, and challengers.
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Dorf, RC, (2007). Technology Ventures: From Idea to Enterprise with Student DVD. 2nd Editions. 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.

SUBJECT	BB184401: Investment and Portfolio Management
	Credit : 3 credits
	Semesters : 4
COURSE DESCRIPTION	
This Constitutional Court provides knowledge and mechanisms for managing financial assets so as to be able 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 ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.3.2 Able to select, analyze, synthesize, and evaluate business information.	
4.3.3 Understanding and mastering data techniques and interpreting them both operationally and analytically.	
COURSE LEARNING ACHIEVEMENTS	
1. Students are able to understand the types of financial assets and mechanisms	

trade
2. Students are able to understand the concept of risk and return from an investment asset as well apply it in the management of financial assets.
3. Students are able to apply the concept of efficient portfolio management so that able to maximize the value of investors.
SUBJECT
1. Financial Assets
2. Financial Market Mechanisms
3. Bonds
4. Stocks
5. Efficient Portfolio
6. Derivatives
PRECONDITION
Introduction to Management
MAIN REFERENCES
1. Bodie Zvi, , Alex Kane, Alan J Marcus 2. , "Investments", 2009., 8th edition, McGraw Hill. Jones. Charles P, "Investment", 2010, John Wiley & Sons
SUPPORTING LITERATURE

SUBJECT	BB184402: Business Communications			
	Credit	: 3 credits		
	Semesters	: 4		
COURSE DESCRIPTION				
This course provides students with an understanding of how to think critically, communicate effectively and develop skills in communicating both written and orally in a business context.				
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS				
3.6	Able to communicate effectively, both orally and in writing, using various communication channels.			
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	Understanding and techniques	master	analysis	data And interpreting both operational data and financial data.
COURSE LEARNING ACHIEVEMENTS				
1. Mastering the basic theories and techniques of effective communication, including the ability to analyze, solve business problems, understand the audience, build empathy in communication, understand communication trends in business, communicate in cross-cultural contexts and work in teams.				
2. Able to make a good business document design, utilize the design to support the quality of business documents, integrate visuals and data				

display in business documents and arrange them in an attractive presentation.
3. Develop a form of persuasive communication by utilizing sharing information within the organization, managing negative messages.
4. Develop a comprehensive business proposal and report.
5. Able to demonstrate self-competence in the form of qualification resumes in various job application, business development and interviewing needs
SUBJECT
1. Effective Presentation Techniques 2. Analysis of information 3. Effective Communication Techniques 4. Writing written communications
PRECONDITION
MAIN REFERENCES
1. Locker, Kitty O., Donna S. Keinzler (2010). Business and Administrative Communication, 9th. Edition, McGraw-Hill : Boston. 2. Locker, Kitty O., Stephen K. Kaczmarek (2010). Business Communication: Building Critical Skills, 5th Edition. McGraw-Hill : Boston. 3. Adler, Ronald B., Jeanne M. Elmhurst (2010). Communicating at Work, Edition. McGraw-Hill : Boston.
SUPPORTING LITERATURE

SUBJECT	BB184403: Business Ethics and Social Responsibility
	Credit : 2 credits
	Semesters : 4
COURSE DESCRIPTION	
The Business Ethics and Social Responsibility course is designed with a multidisciplinary approach according to organizational behavior, sociology, ethics, and philosophy. Students are also directed to make ethical considerations in organizational decision making. This course encourages students to be able to manage and lead organizations ethically and sustainably.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.1.2	Able to demonstrate independent, quality, and measurable performance.
2.4.1	
3.1.3	Able to create sustainable value for business and society in generally and work as part of a sustainable global economy.
4.4.1	Understand the concept of business ethics.
COURSE LEARNING ACHIEVEMENTS	
1. Students are able to understand the theory of business ethics and corporate social responsibility	

2. Students are able to solve business problems with an ethical approach
3. 3. Students are able to solve business problems with responsibility considerations social responsibility
SUBJECT
1. The theory of business ethics and corporate social responsibility
2. The ethical decision-making process and ethical dilemmas
3. Ethical decision making in functional management
PRECONDITION
MAIN REFERENCES
1. Ferrell, OC, 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 and Potts, Jason. 2007. Corporate Social Responsibility: An Implementation Guide for Business. International Institute for Sustainable Development
SUPPORTING LITERATURE
1. Newton, Lisa H. 2005. Business Ethics and the Natural Environment. Blackwell publishing
2. Bredson, Dean. 2012. Applied Business Ethics: A Skills-Based Approach 1st Edition.
3. Journal of Business Ethics

SUBJECT	BB184404: Organizational Design and Behavior
	Credit : 3 credits
	Semesters : 4
COURSE DESCRIPTION	
Design & Organizational Behavior is a course that has strategic value for students who will manage business activities. Besides that, 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 effective, efficient and sustainable value-added activities. The scope of the discussion in outline includes everything that must be done if the need arises to establish a business organization, how the design/form of the organization is appropriate and must be chosen to meet certain needs and environmental conditions; and at the same time how to manage it so that it can survive and continue to develop in the face of the dynamics of the internal and external environment that are constantly changing.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.2.1	Able to study the implications of the development or implementation of technological science that pays attention to and applies the values of the humanities in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or criticism

	art, compiling a scientific description of the results of his study in the form of a <u>thesis or final project report, and uploading it on the university's website.</u>
2.2.2	Compile a scientific description of the results of the study mentioned above in the form of a thesis or final project report, and upload it on the college website.
3.5	Able to compile a comprehensive business plan.
4.1.2	Understand organizational theory.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to recognize/understand various forms, structures, cultures and organizational behaviors that are effectively applied to manage all resources in organizations in the business world. 2. Able to recognize/understand the dynamics of change which require to analyze and design development scenarios both involving changes in organizational structure and culture and adaptive to changes in the strategic environment. 3. Able to design an organization according to the required characteristics. 4. Able to manage the organization so that it can develop properly 5. Able to carry out organizational development. 	
SUBJECT	
<ol style="list-style-type: none"> 1. The basic concept of organizational behavior 2. The concept of behavior, emotions, motivation and leadership 3. Organizational conflicts, forces, politics, culture and policies 4. Organizational changes, policies and development 	
PRECONDITION	
Human Resource Management	
MAIN REFERENCES	
Stephen P. Robbins & Timothy A. Judge (2016). Organizational Behavior, 17th. Pearson International Edition.	
SUPPORTING LITERATURE	
1. Jones, Gareth R. (2004). Organizational Theory, Design and Change. reading, Massachusetts: Addison-Wesley Publishing Company.	

SUBJECT	BB184405:Consumer Behavior
	Credit : 3 credits
	Semesters : 4
COURSE DESCRIPTION	
<p>We are all consumers. We shop, buy computers, and cars. However, we also know that consumers are different from one another. We buy different clothes, drive different cars, and eat different foods. Even the same consumer can make different decisions depending on the situation at hand. So how do we formulate a coherent marketing strategy?</p>	

<p>Consumer behavior is an interesting discussion. Every day, we are exposed to hundreds or thousands of marketing stimuli, designed to inform, persuade, and influence purchase decisions. This stimulus is designed and built based on implicit theories that marketers have regarding how consumers behave. This course examines the concepts and principles of consumer behavior that marketers can use to better understand and meet consumer needs. In this class we will try to learn why consumers behave the way they do. We will explore our intuitions about our own behavior, learn about theories developed in marketing, psychology, and sociology, and learn to use these theories to predict how consumers will respond to marketing actions.</p>
<p>LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS</p>
<p>3.2.2 Able to apply managerial functions in the field of Marketing management.</p>
<p>COURSE LEARNING ACHIEVEMENTS</p>
<ol style="list-style-type: none"> 1. Students will gain knowledge about the models used to analyze problems in consumer behavior 2. Students are able to predict how consumers will react to the strategy different marketing 3. Students will gain knowledge about the mental and physical processes of consumers in obtaining, consuming, and using products 4. Students will gain knowledge about the mechanisms of influence that are most influential in directing consumers to change their behavior, beliefs, and most importantly their actions 5. Students are able to apply concepts, theories, models, and tools in developing consumer behavior that arises from marketing strategies 6. Students are able to use models and theories in the science of consumer behavior to evaluate situations and develop choices and recommendations, and deliver good presentations
<p>SUBJECT</p>
<ol style="list-style-type: none"> 1. Introduction to Consumer Behavior 2. Consumers and Social Welfare 3. Perception 4. Learning and Memory 5. Motivation and Influence 6. Self-Thought, Gender, Body, Personality, Lifestyle, and Values 7. Attitude and Persuasive Communication 8. Decision Making 9. Purchase, Use and Disposal 10. Groups, Social Class, Culture, and Sub Culture
<p>PRECONDITION</p>
<p>Marketing Management</p>
<p>MAIN REFERENCES</p>
<p>Solomon, MR (2017). Consumer Behavior: Buying, Having, and Being, 12th Edition.</p>

Toronto: Pearson Prentice Hall.
SUPPORTING LITERATURE
1. Schiffman, LG & Wisenblit, J. (2015). Consumer Behavior, 11th Edition. Pearsons Pretince Hall.
2. Sumarwan, U. (2011). Consumer behavior. Indonesian Ghalia.

SUBJECT	BB184406: Social Entrepreneurship
	Credit : 4 credits
	Semesters : 4
COURSE DESCRIPTION	
<p>This course focuses on the creation of social enterprises by students, combining textbook theory and best practices from sociopreneur experience. Social enterprises aim to achieve a "double bottom line" of meaningful social returns, as well as sustainable or competitive financial returns -- through products, services and other business practices. The aim of this course is to prepare students to test the feasibility of new social opportunities and to conduct feasibility studies, either for their own ideas or for others.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.6	Working together and having social sensitivity and concern for society and the environment.
1.10	Internalize the spirit of independence, struggle and entrepreneurship.
1.11	Try your best to achieve perfect results.
1.12	Work together to make the most of their potential.
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 values according to their field of expertise.
2.1.2	Able to demonstrate independent, quality, and measurable performance.
3.1.1	Able to manage and run a business, both new businesses (start-up) and existing businesses.
3.3.4	Able to select and apply various qualitative and quantitative methods in solving business problems.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Students understand how to increase awareness of the breadth and complexity of social and environmental challenges and how these challenges can create entrepreneurial opportunities 2. Students are able to use tools and conceptual frameworks to evaluate entrepreneurial business opportunities in the social field 3. Students are able to understand how to deepen their understanding of social entrepreneurship as a tool (with strengths and limitations) for 	

<p>achieve significant lasting social change, and also examine the challenges and benefits of creating and developing social purpose organizations</p> <ol style="list-style-type: none"> 4. Students understand best and sustainable business practices in the field of social entrepreneurship. 5. Students understand concepts related to identifying and taking advantage of opportunities, including: evaluating entrepreneurial opportunities, business planning, business reporting, and implementation. 6. Students are able to create real social businesses based on their passion and market opportunities.
SUBJECT
<ol style="list-style-type: none"> 1. Sociopreneurship best practice 2. Social business models 3. Social enterprise business plan 4. Fieldwork 5. Social entrepreneurship exhibition
PRECONDITION
New Venture Creation
MAIN REFERENCES
Arthur C. Brooks, Social Entrepreneurship, A Modern Approach to Social Value Creation, 2009 Prentice Hall
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Dorf, RC & Byers, TH (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

SUBJECT	BB184501: Business Information Systems
	Credit : 3 credits
	5th semester
COURSE DESCRIPTION	
<p>This course provides students with 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 covers understanding of concepts and theories in information systems, as well as skills to design and improve business processes using information systems.</p> <p>Several practical uses of information systems are carried out in order to provide experience for students to become more familiar with information systems and implementation projects to support and provide organizational competitive advantage.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.2.1 Be	able to examine the implications of the development or implementation of technological science that pays attention to and applies the values of the humanities in accordance with their expertise based on scientific principles, procedures and ethics in the context of

	produce solutions, ideas, designs or art criticism, compile scientific descriptions of the results of their studies in the form of a thesis or final project report, and upload them on the university's website.
2.2.2	Compile a scientific description of the results of the study mentioned above in the form of a thesis or final project report, and upload it on the college website.
3.1.1	Able to manage and run a business, both new businesses (start-ups) and existing businesses.
3.3.2	Able to select, 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 ACHIEVEMENTS	
<ol style="list-style-type: none"> Understand the basic concepts of business information systems and how these systems contribute to increasing the competitive advantage of a company and business activities. Understand the concept of information technology: hardware, software, network, data management, and internet-based technology. Understanding information systems as business applications in an organization. Understand how to plan, develop, and implement systems information to take advantage of business opportunities and innovations. Understand what are the challenges of managing and managing information systems in a company and business activities. 	
SUBJECT	
<ol style="list-style-type: none"> Basic concepts of information systems Information system components (hardware, software, network, data) IS application in strategy and decision making IS application in business Ethics in the use of IS 	
PRECONDITION	
Operational Management (Ever Took)	
MAIN REFERENCES	
Laudon, KC, & Laudon, JP (2015). Management Information Systems, Managing the Digital Firm 14e, Global Edition: Pearson.	
SUPPORTING LITERATURE	
O'Brien, JA & Maracas, GM (2010). Management Information Systems, 10th Edition. New York: McGraw Hill.	

SUBJECT	BB184502: Managerial Accounting	
	Credit	: 3 credits
	5th semester	
COURSE DESCRIPTION		
The Managerial Accounting course focuses on processes, provision and utilization		

South-Western-Thomson Learning
SUPPORTING LITERATURE
Ronald W. Hilton, David E. Platt. 2014. Managerial Accounting: Creating Value in a Dynamic Business Environment Tenth edition. McGraw-Hill Education

SUBJECT	BB184503: Research Methods For Business
	Credit : 3 credits
	5th semester
COURSE DESCRIPTION	
<p>This course introduces students to qualitative & quantitative research methods in an organizational context. research can inform managerial decision-making and assist in conceptualizing problems and exploring business opportunities. knowledge of research methods is essential in today's business environment, especially given the explosion of qualitative and quantitative data. This course provides an overview of conceptual and statistical problems in research design, which is the successful application of the prerequisite research methods to business problems.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.8	Internalize academic values, norms, and ethics.
1.9	Demonstrate a responsible attitude towards work in the field of expertise independently.
2.4.1 #REF!	
3.1.2	Able to apply the latest business concepts and philosophies to problems business and management in various fields.
4.3.4	Understand the concept of research and publication for scientific development in the field of business management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> Understand the principles of business research methods Prepare a written research proposal and articulate methods research in response to business problems/opportunities Design research studies that successfully gather information that can be used to support decision making regarding business problems/opportunities Evaluate the research design critically Identify the ethical issues involved in conducting business research and have an awareness of the consequences (social and economic) of unethical behavior Apply relevant statistical techniques to make recommendations regarding business problems/opportunities Apply academic writing, research, inquiry and analysis skills required of the management discipline. 	

SUBJECT
<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
PRECONDITION
Business Statistics (have taken)
MAIN REFERENCES
Quinlan, C., Babin, B., Carr, J., Griffin, M., & Zikmund, WG (2015). <i>Business research methods</i> . Andover: Cengage Learning EMEA.
SUPPORTING LITERATURE

SUBJECT	BB184504 : Risk Management and Governance
	Credit : 3 credits
	Semester : 5
COURSE DESCRIPTION	
<p>Risk management provides a comprehensive understanding of the importance of risk management in business organizations. Students will learn to incorporate risk management principles into the management style of business organizations. This course will teach students starting from how to identify, how to assess accurately the consequences of uncertain events. Personal attitudes toward risk vary widely (for example, attitudes can range from risk-averse to risk-seeking).</p> <p>Unforeseen circumstances can occur in a variety of contexts, including natural disasters, financial market crashes, accidents, and others. Students will learn to use risk management tools to minimize and control the likelihood and impact of unfavorable events as a business manager (eg. as a decision maker).</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.2	Upholding human values in carrying out duties based on religion, morals and ethics
2.4	Understand the concept and theory of social and environmental responsibility of business
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
4.3.4	Understand the concept of research and publication for scientific development in the field of business management.
COURSE LEARNING ACHIEVEMENTS	

1. Identify and discuss various types of risks.
2. Define risk as a consequence of uncertainty and depth decision-making roles.
3. Conduct a quantitative risk analysis using risk measurement techniques to assess the severity and consequences of specific risks and the overall threat.
4. Identify the most common risk management errors by considering how Utility Theory influences attitudes toward risk.
5. Explain and use risk management techniques in a holistic, global and integrated manner.
6. Use tools such as predictive analytics, modeling, and simulation to improve risk management.

SUBJECT

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

PRECONDITION

There isn't any

MAIN REFERENCES

1. Rustam, Bambang Rianto (2017), Risk Management: Principles, Application and Research, Salemba Empat. (BRB)
2. Andersen, Torben J. and Schroder, Peter W. , (2010). *Strategic Risk Management Practice :How to Deal Effectively with Major Corporate Exposures*, 1st edition, Cambridge University Press, New York. (ATS)
3. Carlson, Carl S, (2012). *Effective FMEAs: Achieving Safe, Reliable, and Economical Products and Processes Using Failure Modes and Effects Analysis*, John Willey & Sons,Ltd. (CC)
4. Chapman, Robert J, 2011. *Simple Tools and Techniques for Enterprise Risk Management*, John Willey & Sons, Ltd. (CR)
5. D Dempster, MAH, (2002). *Risk Management : Value At Risk and Beyond*, 1st edition, Cambridge University Press.(DD)
6. Duckert, Gregory H, (2011). *Practical Enterprise Risk Management : A Business Approach*, John Willey & Sons, Ltd. (DG)
7. MC Dermott, Robin E, Raymond J. Mikulak and Michael. E. Beauregard, (2009). *The Basics of FMEA*, 2th. Editions, Taylor & Francis Group. (DRM)
8. Merna, Tony and Faisal Al-Thani, (2008), *Corporate Risk Management*, 2nd Edition, John Wiley & Sons, LTD. (MF)
9. AS/NZS ISO 31000:2009

SUPPORTING LITERATURE

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SUBJECT	BB184505 : Legal Aspects in Business
	Credit : 3 credits
	Semester : 5
COURSE DESCRIPTION	
<p>This course teaches students about the legal basis on which businesses operate today. With a background in the legal and judicial systems, this course will discuss the general principles of contracts and agreements, as well as review the statutory and administrative laws governing the formation and operation of various types of business organizations. This course will also cover current business issues such as labor relations, intellectual property rights, consumer protection, environmental law, and antitrust regulations, and students will be able to understand the steps that must be taken by business people in resolving business disputes outside of court . .</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.2	Upholding human values in carrying out duties based on religion, morals and ethics
2.4	Understand the concept and theory of social and environmental responsibility of business
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand the structure and processes of the Indonesian legal system. 2. Get to know the various types of business organizations and the regulations governing the organizational structure of the business. 3. Recognize and understand the nature and characteristics of contracts and agreements. 4. Understand and recognize consumer protection, debtor-creditor relations, agency agencies, digital law, intellectual property, antitrust, and environmental regulations and laws. 5. Identify out-of-court business dispute resolution 	
SUBJECT	
<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)
PRECONDITION
There isn't any
MAIN REFERENCES
1. Silondae, Arus Akbar, Wirawan B. Ilyas. (2011). Fundamentals of Business Law. Salemba Empat
SUPPORTING LITERATURE
1. Kusek, 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. Introduction to Business Law: Managing Modern Business in the Global Era. Aditya image
4. Sariyah and Ikkomatussuniah. Aspects of Economic and Business Law. Untirta Press
5. Criminal Code

SUBJECT	BB184505: International Business
	Credit : 3 credits
	5th semester
COURSE DESCRIPTION	
<p>This course provides basic knowledge and expertise regarding international business, which includes two aspects, namely aspects of government policy (international and national) and aspects of company operations. This includes an introduction to international institutions and their role in international business as well as how to operate international / national policies in a company, and the tools used by companies to operate in international markets.</p> <p>Currently, the company operates in an international business environment, where investment and trade are carried out between countries, either directly or indirectly.</p> <p>Because business runs in a chain, an understanding of international business both macro and micro will help the company determine its position in the market and choose the appropriate strategy and be able to implement it.</p> <p>This course introduces data sources to find out developments in international markets, risks, challenges and opportunities in doing business between countries. Eye</p>	

<p>This lecture also explains the differences in company management at the international vs domestic level, for example in the fields of operations management, finance, HR management, operations management due to differences due to time, currency, culture, geography, etc.</p>	
<p>LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS</p>	
<p>3.1.3 Able to create sustainable value for business and society in general and work as part of a sustainable global economy.</p>	
<p>COURSE LEARNING ACHIEVEMENTS</p>	
<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, understand the forms and schemes of cooperation. 2. Students are able to understand the theory and policy of trade and international investment. 3. Students are able to understand the 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 areas of marketing, HR, 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 according to the characteristics of the company, industry, country of origin and destination country. 	
<p>SUBJECT</p>	
<ol style="list-style-type: none"> 1. Globalization 2. Differences between countries in terms of politics, economy, culture 3. Theories and policies of international trade and investment 4. Regional cooperation (mainly participated by Indonesia) 5. International Monetary System 6. Internationalization strategy: market entry mode 7. International operations: global production, outsourcing, logistics, marketing, HRM 	
<p>PRECONDITION</p>	
<p>Have attended: 1. HR Management</p> <ol style="list-style-type: none"> 2. Operational Management 3. Marketing Management 	
<p>MAIN REFERENCES</p>	
<p>Hill, CWL, & Hult, GTM (2017). International business: Competing in the global marketplace. Boston: McGraw Hill-Irwin. 9th edition..</p>	
<p>SUPPORTING LITERATURE</p>	
<p>Ragunath, S., & Rose, EL (2017). International business: Perspectives on Implementation in Emerging Markets. London: Palgrave Macmillan.</p>	

SUBJECT	BB184601: Practical Work
	Credit : 3 credits
	6th semester
COURSE DESCRIPTION	
<p>Practical Work is a learning process for students individually or in groups to carry out practical work in companies/institutions/agencies. Practical Work is carried out in the business management function, which can be in the form of business problem solving applications, observations or just experiencing work experience in the true sense of the word within a certain period of time. Through this course, students have the opportunity to apply business management theories they have acquired during their studies to the world of work.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.4.1 #REF!	
3.1.2 Able to apply the latest business concepts and philosophies to problems business and management in various fields.	
COURSE LEARNING ACHIEVEMENTS	
<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 companies/institutions/agencies 3. Students are able to apply scientific principles in compiling something scientific papers in the field of business management. 	
SUBJECT	
<p>Practical Work can refer to one or a combination of work areas in the following fields:</p> <ol style="list-style-type: none"> 1. Marketing Management 2. Financial Management 3. Operational Management 4. Human Resource Management 5. Entrepreneurship 	
PRECONDITION	
MAIN REFERENCES	
SUPPORTING LITERATURE	

SUBJECT	BB184602: Project Management
	Credit : 3 credits
	6th semester
COURSE DESCRIPTION	
Project management has many differences from managing a business. One of the reasons is the temporary project timeframe. This course studies project management for both small-scale projects and large-scale projects.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.1.2	Able to apply the latest business concepts and philosophies to problems business and management in various fields.
3.2.3	Able to apply managerial functions in the field of operational management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to distinguish between project management and business management. 2. Able to know the techniques in project management. 3. Able to apply the practice of project planning including scheduling. 4. Able to make a comprehensive project planning report. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Project Management 2. Project Organizational Structure 3. Project Planning 4. Project Scheduling 5. Contract Management 6. Quality Management 	
PRECONDITION	
Introduction to Management	
MAIN REFERENCES	
Harold Kerzner . (2009) Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 10th ed. John Wiley and Sons, Inc.	
SUPPORTING LITERATURE	

SUBJECT	BB184603: Taxation
	Credit : 3 credits
	6th semester
COURSE DESCRIPTION	
<p>This course is designed and developed as a provision for managing taxation aspects in business. This course is given as part of the importance of complying with laws and regulations in business management. This course aims to provide insight and knowledge about the basic concepts of taxation and systems</p>	

<p>taxation in Indonesia. Included in this course are: understanding, principles, definitions, characteristics, functions and types of taxes, general methods of tax collection, economic, legal and administrative aspects of tax collection and other factors that influence tax collection tax. This course also discusses the tax provisions that apply in Indonesia for income tax as well as value added tax and sales tax on luxury goods.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.3	Act as a citizen who is proud and loves the motherland, has nationalism and a sense of responsibility to the state and nation.
1.7	Obey the law and discipline in the life of society and the state.
2.1.2	Able to demonstrate independent, quality, and measurable performance.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand the general provisions of taxation. 2. Calculating and reporting the income tax of corporate and personal taxpayers 3. Calculate value added tax (VAT) and sales tax on luxury goods (PPnBM). 	
SUBJECT	
<ol style="list-style-type: none"> 1. General provisions on taxation 2. Income tax for corporate and personal taxpayers 3. Value added tax 4. Sales tax on luxury goods 	
PRECONDITION	
Financial Accounting	
MAIN REFERENCES	
<ol style="list-style-type: none"> 1. Official Siti, Taxation: Theory and Case, Books I and 2, the latest edition, 2009, PT. Salemba Four, Jakarta 2. Halim, Abdul; Amin Dara; Icku Rangga Bawono. 2014. Taxation: Concept, application, examples and case studies. Jakarta: Salemba Empat 	
SUPPORTING LITERATURE	
<ol style="list-style-type: none"> 1. Untung Sukardji, Principles of Indonesian VAT (Value Added Tax), Revised Edition 2012 [US] 2. Wirawan B Ilyas, Rudy Suhartono, Practical Guide: Income Tax, 2009, Publishing Institute of FEUI, Jakarta 3. Sony Agustinus, Practical Guide to Taxation, 2009, CV Andi Offset, Yogyakarta 4. Waluyo; Wirawan, Indonesian Taxation, 2010, Jakarta, PT. Salemba 5. Soekrisno Agoes, Estralita T, Tax Accounting, 2007, PT. Salemba Four. 6. KUP Law No. 28 of 2007 7. Income Tax Law No. 36 of 2008 8. VAT & PPnBM Law No. 42 of 2009 9. Local Tax Law No. 28 of 2009 	

SUBJECT	BB184604 : Business Valuation
	Credit : 3 credits
	Semester : 6
COURSE DESCRIPTION	
<p>The key to retaining investors, shareholders and debt holders, as well as other stakeholders, is to continue to create and realize corporate value. Increasing the value of the company is a mandate that must be obeyed by management in carrying out company functions. Defining a company's value 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 the income statement, balance sheet, cash flow and taxation aspects, but also more subjective and difficult to measure, such as market trends, strategies adopted, or even human resources involved in management in addition. This course will teach you how to map, create, measure, and finally realize the value of your company.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Students are able to understand Business Assessment, as well as the scope and difficulties encountered in conducting the assessment. 2. Students understand the methods used in conducting assessments business. 3. Students understand how to use the income approach to conduct an assessment. 4. Students understand how to use a relative approach to do evaluation. 5. Students understand how to use the asset approach to conduct an assessment. 6. Students know, understand, and understand appraisal practices, especially those related to business valuations, as well as special cases encountered in business valuations. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to Business Valuation 2. Economic Valuation Method 3. Relative Assessment Method 4. Asset Based Valuation Method 5. Assessment of Special Topics 6. Assessment Practices in Indonesia 	

PRECONDITION
Financial Accounting, Managerial Accounting, Financial Management
MAIN REFERENCES
Damodaran, Investment Valuation, Tools and Techniques for Determining the Value of Any Asset, Wiley, 2012
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Koller et al, Valuation: Measuring and Managing the Value of Companies, 5th Edition, John Wiley, 2010 2. Pettit & Ferris, Valuation for Mergers and Acquisitions, 2/E, Prentice Hall, 2013. 3. Alastair Day, "Mastering Cash Flow and Valuation Modeling", Prentice Hall, 2011. 4. Frykman & Tolleryd, "Corporate Valuation: an easy guide to measuring value", Prentice Hall, 2003. 5. Baker & English, "Capital Budgeting Valuation: Financial Analysis for Today's Investment Projects", John Wiley, 2011..

EYE STUDYING	UG4915 : Technopreneurship
	Credit : 3 credits
	Semester : 6
COURSE DESCRIPTION	
<p>This course provides students with the knowledge and skills they need to identify, evaluate, and develop technology-based business opportunities in their respective areas of expertise. This course integrates the introduction of theory and hands-on experience in developing ideas and business opportunities.</p> <p>At the end of the course, students must be able to incorporate business opportunities into an effective business plan.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
S4	Become citizens who are proud and love the motherland who have nationalism and a sense of responsibility towards the state and nation.
S10	The spirit of independence, struggle, and entrepreneurship
S11	Make every effort to achieve perfect results
S12	Work together to maximize potential
KU2	Able to demonstrate independent, quality, and measurable performance
KU7	Able to be responsible for the achievement of group work results as well as supervise and evaluate the completion of work assigned to workers under his supervision.
KU13	Able to apply entrepreneurship and understand technology-based entrepreneurship.
COURSE LEARNING ACHIEVEMENTS	
1. Able to adapt to changing circumstances and survive in the environment	

which is dangerous

2. Able to adapt to uncertain situations through feasibility analysis
3. Able to innovate and be creative to produce market-oriented technology-based business/product designs (prototypes) through the utilization of science and technology.
4. Able to formulate a marketing model and formulate the needs of the HR aspect, using a marketing strategy approach based on the stages embodied in a simulation to foster a sense of team responsibility that prioritizes business ethics.
5. Able to prepare financial plans and formulate operational needs for business proposals.
6. Able to prepare business plan proposals that attract investors new.

SUBJECT

1. Introduction to Technopreneurs and Business
2. Identify Opportunities and Generate Business Ideas
3. Business Feasibility
4. Develop an Effective Business Model
5. Systematic Business Plan Writing
6. Marketing Management
7. HR Operations and Management
8. Financial Management

PRECONDITION

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MAIN REFERENCES

ITS Technopreneurship Development Team. (2015). Technopreneurship. Surabaya: ITS Press

SUPPORTING LITERATURE

1. Barringer, BR, & Ireland, RD (2010). Entrepreneurship: Successfully launching new ventures. Upper Saddle River, NJ: Prentice Hall.
2. International Labor Organization, Generate Your Business Idea
3. International Labor Organization, Starting a Business
4. Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: Wiley.
5. William, BK, Sawyer, SC, Berston, S., (2013). Business: A Practical Introduction. Upper Saddle River, NJ: Prentice Hall

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SUBJECT	BB184605: Seminars
	Credit : 3 credits
	6th semester
COURSE DESCRIPTION	
<p>This course provides students with an understanding of the theoretical functional theory of management and its application to research and its applications. 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</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.3.2	Able to select, analyze, synthesize, and evaluate business information.
4.3.4	Understand the concept of research and publication for scientific development in the field of business management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Students are able to explain and understand the basic theory of management functional he took in the field of concentration 2. Students are able to search for and understand the concept of gap resolution problems in the chosen field of concentration 3. Students are able to understand and explain scientific work properly and completely. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Scientific work 2. The basic theory of functional management 3. Contemporary theory of functional management 	
PRECONDITION	
MAIN REFERENCES	
SUPPORTING LITERATURE	

SUBJECT	BB184701: Strategic Management
	Credit : 3 credits
	7th semester
COURSE DESCRIPTION	
<p>Strategic Management is a series of activities towards basic and comprehensive decision-making, and is accompanied by a determination of how to apply it which 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 components interrelated and influencing one another as well</p>	

<p>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 try to adjust so that in the end the goals that have been set can be implemented or realized properly.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.1.1	<p>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 according to their field of expertise.</p>
2.2.1	<p>Be able to examine the implications of the development or implementation of technological science that pays attention to and applies the values of the humanities in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism, compile a scientific description of the results of their studies in the form of a thesis or final project report, and upload it on the college website.</p>
2.3.2	<p>able to maintain and develop a working network with mentors, colleagues, peers both inside and outside the institution.</p>
3.1.3	<p>Able to create sustainable value for business and society in general and work as part of a sustainable global economy.</p>
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Provide a fundamental understanding for students in rules and space strategic management scope. 2. Have the ability to recognize and identify the vision and mission, stakeholders, and strategic issues faced by a company. 3. Have the ability to analyze and formulate corporate strategy according to environmental conditions, internal and external. 4. Having the ability to identify factors that need to be considered in implementing strategy, and being able to design an organizational climate that is responsive to change. 5. Be able to design a strategic planning model in a company. 6. Able to apply writing, questioning, analysis, and presentation skills needed in the discipline of business management. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Stakeholders 2. Vision, mission, goals, and values of the organization 3. External and internal analysis 4. Strategy formulation 5. Strategy implementation 6. Blue ocean strategy 7. Alliances and strategic architecture 	
PRECONDITION	

MAIN REFERENCES
David, FR, 2005. Strategic Management. 10th Edition. Prentice Hall, Pearson Education Inc., Upper Saddle River, New Jersey.
SUPPORTING LITERATURE

SUBJECT	BB184702 : Business Consulting Project
	Credit : 3 credits
	Semester : 7
COURSE DESCRIPTION	
<p>THE COURSE provides a unique opportunity for students to apply their previous management knowledge, build their skills in business management through learning by doing, develop their sense of business by collaborating with Small and Medium Enterprises (SMEs) and improve their business communication skills.</p> <p>The COURSE business consulting project will assign students into groups of four, to work with SMEs, who need support to maintain a business. Students will work closely with SME owners to identify problems, determine the project scope and timeline, and follow up on them. SME challenges can cover marketing, operations, finance, human resource management, strategy, communications and technology.</p>	
2.3.2	Able to maintain and develop a network 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 ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Ability to identify problems, and their scope 2. Ability to draft project Terms of Reference and Contracts 3. Ability to implement their knowledge on aspects certain business 4. Ability to communicate effectively with various levels of people in different organizations. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Problem identification 2. Scope of work 3. Deliverables 	
PRECONDITION	
Human Resource Management, Financial Management, Operation Management,	

Marketing Management
MAIN REFERENCES
SUPPORTING LITERATURE

Eye Studying	UG184916 : Technology Insights
	Credit : 3 credits
	Semester : 7
COURSE DESCRIPTION	
<p>The technological insight course is one of the Institute's courses that must be taken. This course is one of the characteristics of ITS which will inspire students to develop insights into science, technology, innovation and their application in society and the environment. Students will receive material 1)</p> <p>Systems Theory and Systematic Thinking, 2). ITS Knowledge and National Research Roadmap, 3) C concepts and knowledge regarding SDG's., 4). Introduction to Science and Technopark (STP), 5). Creative and innovative concepts, 6) Open source technology concepts, 7) Making Student Creativity Program Proposals or similar programs in the preparation of innovation-based projects along with PKM proposal output (Articles and Videos). At the end of the lecture, students are able to prepare a Student Creativity Program (PKM) proposal. The benefits of learning this course are: Students are able to explain, implement problems in society and the environment with a technology application approach and expertise in their field in accordance with the principles in the teaching materials for this technology insight course.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.1.3	Able to create sustainable value for business and society as part of a sustainable global economy.
3.4.1	Understand the technical functions and the use of software in business analysis
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to work together and have social sensitivity, and concern for society and environment. 2. Able to apply logical, critical, systematic, and innovative thinking in the context of developing or applying science and technology that applies human values according to their field of expertise. 3. Able to use technology applications for the development or application of scientific technology based on scientific principles, procedures and ethics to produce solutions and new ideas. 4. Able to prepare final report / research project / innovation project / program Student Creativity (PKM). 	
SUBJECT	
1. Systems Theory and Systems Thinking	

<ol style="list-style-type: none"> 2. National Research Knowledge Roadmap 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 Apps 7. Discussion of PKM Proposal Guidelines
PRECONDITION
• Minimum Semester 5
MAIN REFERENCES
<ol style="list-style-type: none"> 1. Akhmad Hidayatno, "THINKING SYSTEMS", Mindset for Understanding Problems Better. 2016. University of Indonesia. 2. The book of the Development Team for Scientific Technology and Communication Insights Course "Scientific Technology & Communication Insights", ITS Press, Surabaya, 2015. 3. Alfred Watkins and Michel Ebst, "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 Kraemer, "Innovation and Sustainable Development-Lesson for Innovation Policies, A Springer-Verlag Company, Heidelberg, 1998. 5. Book : DIRECTIONS for Implementing Sustainable Development Goals/SDGs Team Leader SDGs Secretariat of the Ministry of National Development Planning/Bappenas, 1 February 2018, Contact Address: Website: sdgs.bappenas.go.id
SUPPORTING LITERATURE

SUBJECT	BB184703: Innovation and Development Management Product
	Credit : 3 credits
	7th semester
COURSE DESCRIPTION	
This course provides knowledge on how to generate and manage innovation within organizations and especially its relation to creating new products and managing existing products.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.3.2	Able to maintain and develop a working network with mentors, colleagues, peers 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 ACHIEVEMENTS
<ol style="list-style-type: none"> 1. Students are able to think critically and creatively. 2. Students are able to perform techniques to generate new ideas for completion problems critically and creatively. 3. Students know about the importance of product management for the future of the company. 4. Students have knowledge of product management in accordance with the character and goals of the company.
SUBJECT
<ol style="list-style-type: none"> 1. Idea Generated 2. Innovation Management 3. Product life cycle 4. Product line management
PRECONDITION
Marketing Management
MAIN REFERENCES
Merle Crawford and Anthony Benedetto, "New Products Management" 9th Edition, International Edition 2008, McGraw Hill.
SUPPORTING LITERATURE

SUBJECT	BB184801: Marketing for Advanced Products	
	Credit	: 3 credits
	Semesters	: 8
COURSE DESCRIPTION		
<p>Marketing for cutting-edge technology occurs because of the dynamics of a rapidly changing environment, and requires decision making with incomplete information. This lecture discusses the need to understand intermittent innovation, the vitality of the development research phase, and the life cycle of both products and businesses. Not only discussing the latest technology industry in a focused/specific manner. This course is designed to further explore the diversity of the latest technologies that have been produced.</p> <p>However, since most of the latest technology is used by business consumers (as opposed to individual/household consumers), many principles are covered through a b2b marketing approach. Existing problems from small and large businesses will be discussed. This course will provide a balance between conceptual (reading concepts) and applied analysis (industry analysis, case studies, and projects).</p>		
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS		
3.2.2 Able to apply managerial functions in the field of Marketing management.		
3.6	Able to communicate effectively, both orally and in writing, using various communication channels.	
4.2.3 Understand the theory 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 ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Define the characteristics of the cutting-edge technology industry 2. Know several types and patterns of innovation, and the impact of marketing 3. Understand the needs and problems in the adoption of an orientation-based consumer 4. Understand the use of tools for marketing/intelligence research in technology-based industries 5. Using alliance and partnership strategies in marketing technology 6. Understand the policies and ethical considerations of the technology area 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to cutting-edge technology marketing 2. Strategic market planning in cutting-edge technology companies 3. Markets, consumers, and technology on the latest technology 4. Pricing and market distribution of the latest technology 5. Strategic consideration of marketing communications and PREREQUISITE 	
products	
Marketing Management	
MAIN REFERENCES	
Jakki, JM (2010). Marketing of High-Technology Products and Innovations, 3rd Edition. Pearson International Edition.	
SUPPORTING LITERATURE	
Supporting journal for case studies	

SUBJECT	BB184702: Thesis
	Credit : 6 credits
	Semesters : 8
COURSE DESCRIPTION	
<p>The thesis is a course equivalent to 6 credits that must be taken by every Business Management student at the Sepuluh Nopember Institute of Technology (MB-ITS) as a requirement for completing a Bachelor's degree and obtaining a Bachelor's degree. The thesis has a goal so that students are able to explain, analyze and apply all educational knowledge and experience based on basic and elective courses in the field of expertise they are interested in. Therefore, it is hoped that thesis can be used as a means of expressing student creativity to design, plan, evaluate, improve, innovate, as well as provide solutions to real problems (<i>problem solving</i>) found in objects of study related to aspects of business management. The form of the thesis is in the form of a written scientific report following the principles of research methods and writing standard scientific papers.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
1.8	Internalize academic values, norms, and ethics.

1.9	Demonstrate a responsible attitude towards work in the field of expertise independently.
2.4.1 #REF!	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
4.3.4	Understand the concept of research and publication for scientific development in the field of business management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to apply various theories obtained during lectures to solve business management problems. 2. Able to identify problems, design research methods, collect and process data, and communicate in both oral and written forms. 3. Students are able to apply scientific principles in compiling something scientific papers in the field of business management. 	
SUBJECT	
<ol style="list-style-type: none"> 1. The thesis may refer to one or a combination of research areas: 2. Marketing Management 3. Financial Management 4. Operational Management 5. Human Resource Management 6. Entrepreneurship 	
PRECONDITION	
MAIN REFERENCES	
SUPPORTING LITERATURE	

SUBJECT	BB184802: Performance Management
	Credit : 3 credits
	Semesters : 8
COURSE DESCRIPTION	
<p>Humans are a very vital variable in determining success and demonstrating competitive advantage. Organizations with employees who are motivated and talented in delivering services to consumers will be ahead of the competition, even if the products offered are similar to those offered by competitors. Performance management is an ongoing process of identifying, measuring and building performance within an organization by linking the performance of each individual and objective to the overall mission and goals. Performance management is critical for organizations, both for-profit and not-for-profit as well as local and international in all industries. Thus, the performance of the organization is very dependent on the performance of its people, no matter how big the size of the organization, goals or</p>	

characteristics.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
2.3.2	Able to maintain and develop a network with mentors, colleagues, peers both inside and outside the institution.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand common issues related to performance management and strategic considerations business related performance management. 2. Understand the details of system implementation which can provide many benefits for all managers, where the system consists of discussing technical aspects, forms of assessment, and steps for the performance management system. 3. Discuss the issues of employee development, such as planning development, measuring performance, and constructive feedback. 4. Discuss the relationship between performance management, rewards, law in teams, and how the performance management system understands team performance. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Performance and reward management 2. Process performance management 3. Performance management and strategic planning 4. Define performance and choose a measurement approach 5. Measuring outcomes 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 11. Manage team performance 	
PRECONDITION	
Human Resource Management, Operations Management	
MAIN REFERENCES	
Aguinis, H. (2013) Performance Management (3rd Edition). Pearson.	
SUPPORTING LITERATURE	
<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, DP, Eiler, RG, and Jones, CR (1989). Are your performance measures obsolete?, Management Accounting, June, 45–50. 4. Cross, KF, and Lynch, RL (1989). The SMART way to sustain and define success. <i>National Productivity Review</i>, 8(1), 23–33. 5. Fitzgerald, L., Johnston, R., Brignall, TJ, Silvestro, R. and Voss, C. (1991). <i>Performance Measurement in Service Businesses</i>. The Chartered Institute of Management Accountants, London. 6. Bititci, US, Carrie, S., and McDevitt, L. (1997). Integrated performance measurement 	

system: a development guide. *International Journal of Operations / @ Production Management*, 17(5), 522-534.

7. Neely, AD, Adams, C. and Kennerley, M., 2002, *The Performance Prism: The Scorecard for Measuring and Managing Business Success*, FT Prentice Hall, London.

ELECTIVE COURSES

SUBJECT	BB184901 : Service Marketing
	Credit : 3 credits
	Semester : 7
COURSE DESCRIPTION	
<p>This service marketing course provides an introduction to students about the field of Service Marketing. Emphasis is placed on an appreciation and understanding of the unique challenges inherent in managing and delivering high quality services (as opposed to product marketing). Class sessions will primarily center around case-based learning, to highlight key frameworks and concepts.</p> <p>Provide students with a hands-on understanding of the concepts and methods used by practitioners in today's competitive market to analyze customer/client needs; measuring service quality; and design, promote, and deliver outstanding services. This course is designed for individuals who manage or aspire to manage professional practice in areas such as law or accounting, or product and service activities in financial, healthcare, education, high-tech, manufacturing, and retail organizations (HBS, 2015) .</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to understand how customer behavior and expectations play a role in service 2. Able to understand the main considerations in selling and marketing services 3. Able to understand branding, promotion and service positioning 4. Able to understand the complexities of managing demand and internal capacity service organization 5. Able to understand distribution and price considerations 6. Able to understand how to build customer loyalty and assess the customer's lifetime value 7. Be able to identify and analyze the various components of the "mix". 	

service marketing"-- the 4Ps plus the physical environment, processes, and *people*.

8. Be able to understand how "service" can be a competitive advantage in managing an organization.

SUBJECT

1. Introduction to Service Marketing
2. Consumer Behavior in the Service Context
3. Positioning Services in a Competitive Market
4. Develop Service Products: Core and Complementary Elements
5. Distributing the Service
6. Setting Prices and Implementing Revenue Management
7. Promoting Services and Educating Customers
8. Designing and Managing Service Processes
9. Create a Service Environment
10. Managing People for Service Excellence
11. Manage Customer Relations & Build Loyalty
12. Complaint Handling and Service Recovery
13. Improving Service Quality and Productivity

PRECONDITION

- Marketing Management
- Consumer behavior

MAIN REFERENCES

Lovelock, CH, Wirtz, J., Service Marketing: People, Technology, Strategy, 7/E, World Scientific.

SUPPORTING LITERATURE

1. Zeithaml, V., Bitner, MJ, 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.

SUBJECT	BB184902 : Strategic Marketing
	Credit : 3 credits
	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.</p> <p>And because all skills are learned through practice, Strategic Marketing balances concepts and tools used to solve marketing problems with case studies that challenge students to apply what they have learned. The basic objective of this course is to integrate the knowledge you have acquired through your previous courses in marketing and related subjects to provide a basis for making complex marketing decisions. It is assumed that you have sufficient background in dealing with various marketing issues to make an informed decision</p>	

<p>competent. The focus is on a customer-oriented approach to marketing organization, market definition and market segmentation; as well as an entrepreneurial approach to strategic choices. Across units, the emphasis is on process analysis: identifying information needs, obtaining the required information, interpreting it, and using it as a basis for business recommendations.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. To understand the company's relationship with the business environment of customers, competitors, collaborators and other external forces 2. To assess the marketing strategy from the point of view of growth, market share, and profitability; and in the context of the market environment; 3. Develop an understanding of the choice of marketing strategy to maximize the company's opportunities to achieve a sustainable competitive advantage; 4. Critically examine problem areas, develop viable marketing investment decision options, develop key recommendations, and communicate this strategic thinking to others. 5. Use appropriate theoretical frameworks and models in marketing to evaluate the situation and develop options and recommendations, and provide outstanding presentations when reporting strategy reports marketing. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to Business Valuation 2. Economic Valuation Method 3. Relative Assessment Method 4. Asset Based Valuation Method 5. Assessment of Special Topics 6. Assessment Practices in Indonesia 	
PRECONDITION	
<ul style="list-style-type: none"> • Marketing Management 	
MAIN REFERENCES	
Kerin, R., Peterson, R., Strategic Marketing Problems, 13/E, Prentice Hall, 2013	
SUPPORTING LITERATURE	
<ol style="list-style-type: none"> 1. Kotler, P., & Keller, KL. (2014). Marketing Management. Pearson, Pretince Hall. 2. Sumarwan et al. (2010). Strategic Marketing. Bogor: IPB Press.0132747251 	

SUBJECT	BB184903 : Brand Management :
	Credit 3 credits

Semester : 7	
COURSE DESCRIPTION	
<p>This course is related to brands – why brands are important, what can be represented by the products offered to consumers, and what companies must do to manage them properly. As many business executives recognize, perhaps one of the most valuable assets a company has is a brand that has been invested in and developed over time. Although competitors can often duplicate manufacturing processes and plant designs, it is not easy to reproduce the deeply held beliefs and attitudes embedded in the minds of consumers. The difficulty and cost of introducing a new product will be under more pressure than a company launching a new product by managing an existing brand.</p> <p>Although brands can represent an invaluable intangible asset, creating and maintaining a strong brand is quite a challenge. Fortunately the concept of brand equity can provide marketers with a valuable perspective and common ground for interpreting the potential marketing effects uniquely associated with a brand.</p> <p>In a practical sense, brand equity is the added value that a product obtains as a result of past investments in marketing activities for that brand. It is the bridge what happened between brands in the past and brands in the future. (Keller, 2015).</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of management marketing
3.5	Able to develop a comprehensive business plan
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Students are able and understand to make brand attributes 2. Students understand how to build brands and measure equity brand 3. Demonstrate knowledge of the nature and process of branding and brand management 4. Evaluate the scope of brand management activities across the overall organizational context and analyze how they relate to other business areas. 5. Assessing issues in managing brand portfolios and making decisions strategic brand 6. Students are able to use appropriate theoretical frameworks and models to evaluate situations and develop options and recommendations, and give outstanding presentations when launching a new brand. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction: What is Branding? 2. Tourism Branding 3. Visual Thinking 	

<ol style="list-style-type: none"> 4. Needs Analysis 5. Brand Audits 6. Brand Resonance and Value Chain 7. Choose Brand Elements to Build Brand Equity 8. Design Marketing and IMC Programs to Build Brand Equity 9. Leverage Secondary Brand Associations to Build Brand Equity 10. Develop a Brand Equity Measurement and Management System 11. Digital Marketing and Branding 12. Personal Branding
PRECONDITION
<ul style="list-style-type: none"> • Marketing Management
MAIN REFERENCES
Keller, KL (2013). Strategic Brand Management 4E. Pearson, Prentice Hall.
SUPPORTING LITERATURE
Keller, KL & Sichel, LB (2015). Best Practice Cases in Branding, Strategic Brand Management, 4/E. Pearson, Prentice Hall.

SUBJECT	BB184904 : Marketing Research
	Credit : 3 credits
	Semester : 6
COURSE DESCRIPTION	
<p>Marketing research is an integral part of marketing. Its job is to assess information needs and provide management with relevant, accurate, reliable, valid and current information to assist in making marketing decisions.</p> <p>Companies use marketing research to stay competitive and avoid the high costs of bad decisions based on unhealthy information. If you are a student of marketing management, understanding your customers, suppliers, partners, employees and competitors, and the environment is your foundation for developing an effective marketing program. You gain that understanding by doing marketing research.</p> <p>If you are not a marketing major, the company or organization you work for will use marketing research information to make decisions. You will want to understand how to produce this information and how to evaluate its relevance, accuracy, and usefulness. You will have many opportunities to look at how marketing research influences management decisions in several chapters of the book including real research, active research, experimental research, decision research, project research, video cases, and extensive review questions, problems, Internet and computer exercises, and activities (role playing, fieldwork, and group discussions)</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Mamu applies managerial functions in the field of management

	marketing
3.5	Able to develop a comprehensive business plan
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand research aspects in marketing 2. Understand the marketing research model 3. Able to use the right methodology in marketing research 4. Able to develop research papers. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to Marketing Research 2. Defining Marketing Research Problems and Developing Approaches 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 Analysis and Logit Analysis 12. Cluster Analysis 13. Multidimensional Scaling and Conjoint Analysis 14. Mixed Methods Design 	
PRECONDITION	
Marketing Management	
MAIN REFERENCES	
Malhotra, NK, Nunan, D., & Birks, DF (2019). Marketing research: An applied approach. Pearson Education Limited.	
SUPPORTING LITERATURE	
Creswell, J. (2013) Research Design : Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publishing.	

SUBJECT	BB184906	: Integrated Marketing Communications
	Credit	: 3 credits
	Semester	: 6
COURSE DESCRIPTION		
<p>This course looks at communication strategies and the effective use of communication elements such as advertising, sales promotion, personal selling, public relations, and media. Education, discussions, group projects and presentations, and case study methodologies will be used in the learning experiences.</p>		
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS		

3.2.1	Able to apply managerial functions in the field of management marketing.
3.5	Able to develop a comprehensive business plan.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Know and define Integrated Marketing Communications (IMC); 2. Describe the components of IMC and how each contributes to IMC strategy development. 3. Demonstrate that you understand IMC and how to apply it to principles of business strategic planning. 4. Create integrated media planning. 5. Create an integrated marketing plan. 6. Understand how to evaluate a marketing communications program helps you measure the performance of your plan. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to IMC 2. The Role of IMC in Brand Equity 3. Major Decisions at IMC 4. Advertising Management 5. Traditional Advertising, Internet and More 6. Management of Sales Propositions Sales Promotions and Trade Promotions 7. Premium promotions and more 8. Public Relations 9. Word of mouth, Exhibitions and Sponsorships 10. Ethical, Regulatory and Environmental Issues 	
PRECONDITION	
Marketing Management	
MAIN REFERENCES	
Terence A. Shimp, 2010, Integrated Marketing Communication in Advertising and promotion -8/E.	
SUPPORTING LITERATURE	

SUBJECT	BB184911 : Logistics and Supply Chain Management
	Credit : 3 credits
	Semester : 6
COURSE DESCRIPTION	
<p>Logistics and supply chain management is concerned with an integrated approach to designing and managing the flow of materials, information and funds not only within the internal company, but across organizations in the supply chain. Through this course students are expected to learn various concepts, methods, and tools for</p>	

designing/managing the flow of the three elements above to achieve competitive advantage.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 theory and basic principles of operational management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. To equip students with the principles and practices, knowledge, and attributes of a logistics professional required in today's increasingly complex global business environment 2. To acquire knowledge and skills in the development and operation of integrated logistics, supply management, warehousing, inventory, transportation, and long-term business relationships in international business settings. 3. Understand the importance of the logistics function and its integration with business functions other. 4. Assess, monitor, and maintain logistics quality systems through the effective use of information technology, human resources, and accounting processes. 5. Enable students to research, critique, and evaluate the implementation of cost-effective solutions to help businesses increase their competitive advantage. 6. To cultivate independent and academic learning skills, enabling graduates to continue their professional development, including further study at undergraduate or postgraduate level 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to Logistics and supply chain management: background, scope, players, process. 2. Inventory Management in the Supply Chain: concepts, models and problems integration (VMI, shared economy lot size, considering uncertainties, etc.) 3. Inventory Management in Supply Chain: inventory vs connection level service 4. Sourcing Decisions in the Supply Chain 5. Transport in the Supply Chain 6. Warehousing management 7. Supply chain risk management 8. IT for LSCM 9. Price and Revenue Management 	
PRECONDITION	
Operational Management	

MAIN REFERENCES
Chopra, S., and Meindl, P. (2016). Supply chain management: Strategy, planning, and operations, 6th Edition. Pearsons.
SUPPORTING LITERATURE
<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: Concepts, strategies, and case studies. 3rd Edition, Irwin McGraw-Hill. • Coyle, J. J, Bardi, E., Langley, CJ (2003), The Management of Business Logistics, 7th Ed, South-Western

SUBJECT	BB184912 : Business Process Management
	Credit : 3 credits
	Semester : 7
COURSE DESCRIPTION	
<p>Business processes represent one of the core assets of an organization for many reasons. They have a direct impact on the attractiveness of products and services, affect customer experience and ultimately revenue in the case of companies. The process of organizing company resources to meet these external demands and is therefore a key factor determining cost efficiency to service and operate. Specifically, they define the tasks, jobs, and responsibilities and by this, shape the future work of each employee and machine along the business process.</p> <p>Processes are arterial systems within organizations and in supply chains between organizations. As a result, any process failure can bring the life of the company and the entire process ecosystem to a halt. The process determines an organization's potential and speed to adapt to new circumstances and to comply with a rapidly evolving set of legislative requirements. However, unlike other company assets such as products, services, employees, brands, physical or monetary assets, the importance of business processes has not been appreciated for a long time. Despite the fact that processes are the lifeblood of an organization, they did not develop primary citizen status in boardroom discussions and managerial decision-making processes until the late twentieth century.</p> <p>Growing demands for globalization, integration, standardization, innovation, agility and operational efficiency, coupled with the opportunities posed by digital technologies, are ultimately increasing the appetite for contemplating and ultimately enhancing existing and designing whole new business processes.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 theory and basic principles of operational management.
COURSE LEARNING ACHIEVEMENTS	
1. Understand the process of identification, discovery, analysis, redesign, implementation and monitoring of every business process.	

2. Able to analyze, design, and develop adequate business process modeling with various tools explained during the course.

SUBJECT
<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 Information Systems 10. Process Implementation with Executable Models 11. Process Monitoring
PRECONDITION
Operational Management
MAIN REFERENCES
Dumas, M., La Rosa, M., Mendling, J., & Reijers, HA (2017). Fundamentals of business process management (2nd Edition). Heidelberg: Springer.
SUPPORTING LITERATURE
Journals and Websites

SUBJECT	BB184914 : Multicriteria Decision Making
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>Multi Criteria Decision Making (MCDM) is an elective course related to structuring, planning, and solving problems and decisions involving multiple criteria and a multi-purpose environment. One of the goals of this course is to provide students with an understanding of the decision-making process and to explain the conflicting criteria and goals encountered in actual system decisions. Another goal is to prepare students to be able to apply MCDM solution techniques to analyze decision problems faced in industries, companies, organizational units or various levels of decisions where problems are considered to have multiple objectives or other multiple criteria.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 management

	operational.
4.2.1	Understand the theory and basic principles of operational management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Having sufficient knowledge about decision-making problems multi criteria. 2. Able to decide the best methodology in the process of solving problems, have sufficient knowledge and experience about the related SUBJECT. 3. To be able to use basic software on related topics to improve the performance of the solution system 4. Have the ability to decide on the most appropriate methodology for multi-criteria decision-making problems and be able to apply it to the solution process 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to MCDM 2. MCDM Concept 3. MCDM Goal Programming 4. Simple Additive Weighting (SAW) & SMART Method 5. MCDM Method: TOPSIS, ELECTRE, AHP, ANP, DEMATEL 	
PRECONDITION	
Operational Management	
MAIN REFERENCES	
Tzeng, GH. & Huang, JJ. Multiple Attribute Decision Making: Methods and Applications, Chapman and Hall/CRC, 2011.	
SUPPORTING LITERATURE	
<ul style="list-style-type: none"> • Saaty, TL & Vargas, LG Models, Methods, Concepts and Applications of the Analytic Hierarchy Process, 2nd ed., Springer, 2012 • Journals and Websites 	

SUBJECT	BB184914	: E-Business Analysis and Models
	Credit	: 3 credits
	Semester	: 8
COURSE DESCRIPTION		
<p>This course provides an understanding of E-Business knowledge, which includes various models, analysis and design, E-Business creation, implementation, and evaluation.</p> <p>This course also covers understanding the concepts and theories of E-Business, as well as the skills needed to improve business processes to support competitive advantage in companies/ organizations through E-Business.</p>		
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS		
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 theory and basic principles of operational management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand the basic concept of E-Business and its various models in company/ organizational business processes. 2. Understand and be able to analyze E-Business models in various industries. 3. Understand how to use E-Business for innovation and competitive advantage by designing, creating, implementing, and evaluating E-Businesses. 4. Recognize the problems and challenges associated with implementing E-Business. 5. Have writing, question and answer, and presentation skills required in field of E-business. 	
SUBJECT	
<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 Exams 8. E-Environment 9. E-Business Strategy 10. E-Business For Supply Chain Restructuring 11. E-Procurement 12. E-Marketing 13. E-CRM 	
PRECONDITION	
Operational Management	
MAIN REFERENCES	
Chaffey, D. (2009). E-Business and E-Commerce Management: Strategy, Implementation and Practice, 4th Edition. FT Prentice Hall. ISBN: 0273719602, 9780273719601.	
SUPPORTING LITERATURE	
Journals and Websites	

SUBJECT	BB184916	: Business Simulation
	Credit	: 3 credits
	Semester	: 8
COURSE DESCRIPTION		
Business Simulation aims to be able to evaluate a system with tools in the form of hardware and software to represent the behavior of the actual system. Eye		

This lecture discusses the process of simulating discrete and dynamic systems in a business to get system improvement recommendations.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 theory and basic principles of operational management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to describe systems, models, and simulations 2. Understand the simulation of queuing systems with several types of services 3. Know and understand discrete system simulation and dynamic simulation, as well data collection technique 4. Understand the use of simulation software and how to apply it to case studies 	
SUBJECT	
<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 formulas) 11. Formulation of Dynamic Hypothesis (CLD to SFD, Policy Structure (IO Diagram) and Policy Design) 12. Introduction to Stella 	
PRECONDITION	
Operational Management	
MAIN REFERENCES	
Simulation with Arena By W. David Kelton and Randall Sadowski and Nancy Zupick.	
SUPPORTING LITERATURE	
Journals and Websites	

SUBJECT	BB184921 : Financial Project
	Credit : 3 credits

	Semester : 8
COURSE DESCRIPTION	
<p>This course provides an understanding of E-Business knowledge, which includes various models, analysis and design, E-Business creation, implementation, and evaluation.</p> <p>This course also covers understanding the concepts and theories of E-Business, as well as the skills needed to improve business processes to support competitive advantage in companies/organizations through E-Business.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the basic theory and principles of financial management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand the basics and concepts of non-remedial financing COURSE as alternative business financing. 2. Analyze business opportunities to see if they have potential to be structured as project financing. 3. Analyze the risks associated with various types of project financing. 4. Understand the structure and documentation of project financing. 5. Able to develop a project financing model 6. Able to evaluate alternative project financing strategies. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction and Concept of Project Finance; Project Finance and Public Private Partnerships 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 	
PRECONDITION	
Financial management	
MAIN REFERENCES	
<ol style="list-style-type: none"> 1. Yescombe, ER, 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 LITERATURE	

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

SUBJECT	BB184922 : Personal Finance Management
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>This course provides an understanding of personal financial management. This course will provide provisions for making personal financial decisions to build a career and set personal financial goals. Some of the material taught in this course includes <i>financial check-ups</i>, investment planning, tax planning, insurance, and retirement planning and estate planning.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the basic theory and principles of financial management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to explain the concept and process of personal financial management, as well as an assessment of personal budgeting situations 2. Able to develop financial planning strategies for asset creation 3. Able to develop financial planning strategies for protection asset 4. Able to develop financial planning strategies for asset distribution 	
SUBJECT	
<ol style="list-style-type: none"> 1. Start 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. Planning for old age and planning for inheritance 11. Islamic financial planning
PRECONDITION
Financial management
MAIN REFERENCES
1. Altfest, Lewis. (2017) Personal Financial Planning. Irwin / McGraw – Hill, 10th ed [LA] 2. Garman, E. Thomas and Raymond E. Forgue. 2015. Personal Finance 13th Edition. [GF]
SUPPORTING LITERATURE

SUBJECT	BB184923 : International Financial Management
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>This course focuses on the theoretical and practical knowledge required to manage the finance and investment functions of multinational companies. Students will learn how to use international capital markets, foreign exchange markets, and derivatives markets to manage the transaction and operating risks faced by multinational corporations.</p> <p>Students will learn how to manage the investment and financing activities of multinational companies through hands-on case studies and empirical evidence. Country risks 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 investment, fluctuations in exchange rates, international financial markets, and changes in government policies.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the basic theory and principles of financial management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Be able to identify the factors that influence financial management in an international context. 2. Able to perform financial analysis by considering factors country's international environment 3. Able to carry out financial management and planning while still paying attention to external factors that affect the company, 	

particularly with regard to international finance.
SUBJECT
<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
PRECONDITION
Financial management
MAIN REFERENCES
Eun / Resnick, International Financial Management, second edition, McGraw- Hill, 2001.
SUPPORTING LITERATURE

SUBJECT	BB184924 : Banking management
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>This course is very important for students taking a concentration in finance as an elective course because students are expected to know about banking management, so that at the end of the course students are expected to have sufficient insight and ability about operational and banking techniques. management in Indonesia.</p> <p>This course discusses and analyzes fundamental knowledge, functions, policies and regulations, banking organizational structure, banking health performance, financial difficulties in banking, and banking management, which includes bank fund management, liability asset 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 the principles of bank management which can be integrated with the dynamics of global economic development.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the basic theory and principles of financial management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand bank operations and management, as well as regulations 2. Know and understand the techniques and principles of bank management and operational practices 	

<p>3. Understand and master the concept of soundness and confidentiality assessment bank (CAMELS)</p> <p>4. Knowing and understanding the right decisions when banking experiencing financial distress.</p>
SUBJECT
<p>1. Banking Role & Policy</p> <p>2. Bank organization and structure</p> <p>3. Bank Financial Statements</p> <p>4. Sources of Bank Funds</p> <p>5. Bank Loans and Legal Aspects of Loans</p> <p>6. Credit Risk Management</p> <p>7. Market Risk Management in the Bank</p> <p>8. Management of Bank Capital (Risk, Regulation and Adequacy Ratio)</p> <p>9. Banking Liquidity Risk Management</p> <p>10. Banking Interest Rate Risk Management</p> <p>11. Banking Portfolio Management and Innovation</p> <p>12. Merger, Acquisition, Consolidation</p> <p>13. Bank Performance Analysis</p>
PRECONDITION
Financial management
MAIN REFERENCES
Padmalatha Suresh & Justin Paul, (2017), Management Of Banking And Financial Services, Pearson, 4th ed
SUPPORTING LITERATURE

SUBJECT	BB184926 : Creation of New Finance
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>This course is intended to introduce students to the basics of financial management in the context of startup management. This course uses a financial perspective at every stage of the business life cycle. This course covers the basics of financial management when starting a business, the basics of financial management when developing a business, financial analysis in financial decisions, and working capital management.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the basic theory and principles of financial management.

COURSE LEARNING ACHIEVEMENTS	
	<ol style="list-style-type: none"> 1. Students can understand the basics of startup finance. 2. Students can understand various financial analysis based on stages the life cycle of a business. 3. Students can also understand and perform financial analysis in making business decisions and managing business working capital.
SUBJECT	
	<ol style="list-style-type: none"> 1. Overview of Entrepreneurial Finance (EF) 2. Starting startup (Start-Up) 3. Choose a Source of Capital 4. Manage Profits and Financial Statements 5. Cash Flow Analysis 6. Develop Business Capacity (Scale-up) Business 7. Leverage in Business Development 8. Choose a Source of Financing 9. Cash Management 10. Receivables 11. Inventory Management 12. Business Valuation 13. Exit Strategy & Harvest
PRECONDITION	
	Financial management
MAIN REFERENCES	
	<ol style="list-style-type: none"> 1. Stancill, James McNeill. 2008. Entrepreneurial Finance for New and Emerging Businesses. 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 LITERATURE	
	<ol style="list-style-type: none"> 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

SUBJECT	BB184929 : Sharia Finance
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
This course is intended to provide students with 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 examine debates and challenges in developing Islamic finance.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.1	Able to apply managerial functions in the field of financial management.
4.2.2	Understand the basic theory and principles of financial management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Understand the basic principles of Islamic finance as well as existing financial practices. 2. Understand the basics of Islamic financial transactions. 3. Recognize the structure and risks associated with Islamic financial products. 4. Understand the regulatory and legal environment around Islamic finance. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Background and History of Islamic Finance 2. Riba and Gharar: Definition and types of riba (usury 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. Sharia and Sharia principles in the Islamic banking system 7. Islamic financial markets and non-bank financial institutions 8. Islamic securities 9. Challenges Facing Islamic Finance 	
PRECONDITION	
Financial management	
MAIN REFERENCES	
<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. Mohammed. 2016. Islamic Financial Management: Fiqh and Financial Analysis. Yogyakarta: UPP STIM YKPN [M] 3. Job, 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 LITERATURE	
<ol style="list-style-type: none"> 1. Zamir Iqbal And Abbas Mirakhor. 2011. An Introduction to Islamic Finance: Theory and Practice. John Wiley & Sons (Asia) Pte. Ltd. 2. Hassan, MK, Kayed, RN, Oseni, UA (2013). Introduction to Islamic Banking & Finance: Pearson. [HKO] 	

COURSE COURSE BB184931	: Performance Appraisal and Compensation
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	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
This course aims to provide students with an understanding of how employee performance management can be aligned with the compensation system to improve organizational strategy, structure and policies.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the basic theory and principles of human resource management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Describe the alignment between organizational strategy and performance management employee. 2. Explain the basics of employee performance management. 3. Planning performance management and conducting performance appraisals for certain organization. 4. Understand how to evaluate challenging employee performance. 5. Explain how to review performance by providing feedback and coaching. 6. Understand the relationship between performance management and reward systems. 7. Explain the alignment between organizational strategy and compensation (system award). 8. Understand the types of Basic Pay, Incentive and focused Pay on Individuals. 9. Design a compensation system for a specific organization. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Organizational and employee performance management: An Alignment 2. Employee Performance Management Cycle 3. Performance Planning 4. Perform Performance Assessment 5. Provide feedback and coaching 6. Evaluate the performance of challenging employees 7. Develop forms of performance appraisal: Exercise 8. Performance Appraisal and Reward System 9. Articles related to Performance Appraisal 10. Articles related to Performance Appraisal 11. Compensation and Business Strategy 12. Compensation System: Total and strategic rewards 13. Basic Payments, Incentives and Individual Focused Payments 14. Designing a Compensation System 15. Employee Benefits and Pension Funds 16. Challenges of Compensation Systems for Executives, Flexible Workforce, and Expatriates 	
PRECONDITION	

Human Resource Management
MAIN REFERENCES
<ol style="list-style-type: none"> 1. Armstrong, M. (2009). <i>Armstrong's Handbook of Performance Management</i>, Kogan Page London Philadelphia. 2. Rudman, R. (2003). <i>Performance Planning & Review: Making Employee Appraisals Work</i>. Allen & Unwin. 3. Kressler, HW, (2003). <i>Motivate and Reward: Performance Appraisal and Incentive Systems for Business Success</i>. Palgrave Mcmillan. 4. Arthur, D. (2008). <i>The First-Time Manager's Guide to Performance Appraisals</i>. American Management Association. 5. Martocchio, JJ (2015). <i>Compensation: A Human Resource Management Approach (8th Edition)</i>. Pearson Education Limited. 6. Armstrong, M. (2010). <i>Armstrong's Handbook of Reward Management Practice: Improving performance through rewards (3rd Edition)</i>. Kogan Page London Philadelphia.
SUPPORTING LITERATURE

SUBJECT	BB184932 : Strategic HR Planning
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>In today's global competition, the ability of an organization to survive in business competition and increase/maintain competitive advantage depends on its employees. Organizations are increasingly realizing that their employees are key to executing their business strategy. The quality of a company's employees is directly influenced by the quality of how human capital functions in a company running <i>the human capital planning</i> (HCP) and <i>human capital management</i> (HCM) systems .</p> <p>This course covers the concepts and techniques of human resource planning which includes an integrated process that starts with an understanding of the company's business strategy and continues through planning, procurement, recruitment, selection, negotiation, outreach, career planning, retention and workforce transition.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the basic theory and principles of human resource management.
COURSE LEARNING ACHIEVEMENTS	
1. Align human resource planning and strategic objectives to strengthen business strategy.	

2. Understand the legal context of Health Professions and hiring candidates.
3. Estimating talent needs and labor supply as well plan it properly.
4. Strategic potential recruiting sources.
5. Understand how companies recruit top talent, retain talent, and manage turnover.

6. Develop an HCP questionnaire (HCP metric design) to evaluate the system HCP.
7. Understand leverage technology across HCP systems.
8. Understand the legal compliance of the Health Profession system
9. Integrate the HCP system with other human resource functions such as training, compensation, and performance management

SUBJECT

1. Introduction: Strategic human resource planning
2. Align business strategy and HCP strategy
3. Hiring of candidates and the legal context of Health Professions
4. Strategic Job Analysis and Competency Modeling
5. Recruiting workforce
6. Forecasting and workforce planning
7. Strategic Human Resource Planning in Practice
8. Assessing External Candidates
9. Assessing Internal Candidates SHCP performance measurement

PRECONDITION

Human Resource Management

MAIN REFERENCES

Jean M. Phillips and Stanley M. Gully: Strategic Staffing (3rd Edition). Pearsons

SUPPORTING LITERATURE

SUBJECT	BB184933 : Entrepreneurial Leadership
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>This course refers to the theories and concepts of leadership and entrepreneurship. The main objective of this course is to help students develop their competencies in organizational design, human resource management, leadership, and organizational behavior in the context of new small, medium, or large companies.</p> <p>To achieve this goal, this lecture will use the following four themes:</p> <p>(1) how to think analytically about designing organizational systems;</p> <p>(2) how leaders, especially founders, play an important role in shaping organizational culture;</p>	

(3) what really needs to be done to build a successful organization over the long term;	
(4) what you can do to increase the likelihood of personal success You	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the basic theory and principles of human resource management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Develop entrepreneurial and leadership skills. 2. Understand the role of small businesses in contributing to the economy local, regional and national. 3. Study the components of starting a business or not-for-profit organization including planning, start-up, marketing, finance, operations and management. 4. Understand how cultural considerations influence leadership style entrepreneurship and company performance. 5. Explore the role of different ethical decision-making frameworks and impact on company performance. 6. To improve communicative skills both written and oral. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to Entrepreneurial Leadership 2. Creative Logic and Prediction in the Concept of Entrepreneurial Thinking 3. SIERS-Based Entrepreneurial Leadership (Social, Environmental, and Economic Responsibility and Sustainability) 4. Commitment, Loyalty, and Follower Satisfaction of Transformational Leaders 5. Transformational Development and Leadership 6. Empowerment with Transformational Leadership 7. Future Challenges and Implementation of Transformational Leadership 8. Sustainable Entrepreneurship 9. Sustainable Corporate Venturing and Intrapreneurship 10. Customer Adoption and Marketing for Continuous Innovation 11. Leadership based on local wisdom 12. Islamic, Catholic, Protestant, Hindu, Buddhist leadership 	
PRECONDITION	
<ol style="list-style-type: none"> 1. Human Capital Management 2. Business Communication 3. New Venture Creation 4. Social Entrepreneurship 5. Organizational Design and Development 6. Technopreneurship 	
MAIN REFERENCES	
Greenberg, D., McKone-Sweet, K., Wilson, HJ (2011). The New Entrepreneurial Leader: Developing Leaders Who Shape Social & Economic Opportunity, 1st. Edition, Berret-	

Koehler Publishers, San Francisco, USA
SUPPORTING LITERATURE
<ol style="list-style-type: none"> 1. Bass, BM, Riggio, RE (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.

SUBJECT	BB184934 : Training and development
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>To maintain human resource competence according to organizational needs, the company's human resource function must have up-to-date human resource development (HR) in the form of training and other human resource development programs.</p> <p>Training and Development is a chapter in human resource management (HRM) that addresses various aspects of staff development in dynamic organizations. This course provides an in-depth understanding of how HRD is designed, implemented, and evaluated, particularly in the form of training and other resource development programs. Furthermore, this course introduces training techniques and methods, factors that contribute to successful training and criteria and methods for assessing various objectives of staff development activities.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.2.4	Able to apply managerial functions in the field of human resource management.
4.2.4	Understand the basic theory and principles of human resource management.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Determine the principles and concepts of training and development as well as acquire essential skills in facilitating effective training activities. 2. Review the training and development function, as well as the role of training professionals. 3. Apply knowledge of training principles and theory and development with specific applications for organizations in Indonesia. 4. Conduct, present, and write projects on related topics with group training and development. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction to Entrepreneurial Leadership 2. Creative Logic and Prediction in the Concept of Entrepreneurial Thinking 3. SIERS-Based Entrepreneurial Leadership (Social, Environmental and Economic Responsibility and Sustainability) 4. Commitment, Loyalty, and Follower Satisfaction of Transformational Leaders 5. Transformational Development and Leadership 	

<ol style="list-style-type: none"> 6. Empowerment with Transformational Leadership 7. Future Challenges and Implementation of Transformational Leadership 8. Sustainable Entrepreneurship 10. Sustainable Corporate Venturing and Intrapreneurship 11. Customer Adoption and Marketing for Continuous Innovation 12. Leadership based on local wisdom 13. Islamic, Catholic, Protestant, Hindu, Buddhist leadership
PRECONDITION
<ol style="list-style-type: none"> 1. Training Needs Analysis 2. Planning and Delivering Training Programs 3. Training Evaluation 4. Case-Based Training Evaluation: The Kirkpatrick Four Levels & Balanced Scorecard
MAIN REFERENCES
<ol style="list-style-type: none"> 1. Noe, Raymond. (2017). Employee training and development. New York, NY: McGraw Hill Education. ISBN: 9780078112850 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 LITERATURE

EYE STUDYING	BB184937 : Sustainable Development
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>On January 1, 2016, the UN launched the Sustainable Development Agenda and the Government of Indonesia ratified this UN decision through Presidential Regulation No 59/2017 concerning Implementation of Achieving Sustainable Development Goals. There are still several years left to reach this development goal and business plays a key role in it.</p> <p>Businesses that do not only seek economic value but also implement social and environmental values are the basis for achieving this sustainable development goal.</p> <p>This sustainable development course in business is intended to provide insight 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 a certain area in Indonesia (there are 34 provinces, 514 districts/ cities, and more than 80 thousand villages in Indonesia) to understand, study, and create programs together 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 assisted villages, and make two concrete steps to accelerate this development.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
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 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 functionally
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Know certain cities/districts/villages in Indonesia with their SDG challenges 2. Ability to identify problems, and their scope 3. Ability to explore team skills to contribute to SDG problem solving initiatives 4. Ability to measure line situation, before intervention 5. Ability to apply their knowledge and skills to solving SDG challenges in target areas 6. Ability to communicate effectively and promote their activities to the larger society with relevant channels 	
SUBJECT	
<ol style="list-style-type: none"> 1. Innovative and Sustainable Business Model 2. Inclusion Value Chain Framework 3. Ensure Consumption Patterns and Production are Sustainable 4. Rural Electrification in sub-Saharan Africa - Lessons from Field Studies 5. Digitizing Supply Chain Management, Supply Chain Post COVID 19 6. Promotion of Social Media & development of guidelines for districts 7. Introduction to the concept of the Sustainable Industrial Revolution 8. Community-Based Tourism as a Poverty Alleviation Tool 9. Making Sustainable Payments: Green Entrepreneurship at the University of Southampton 10. Final socialization & impact measurement 	
PRECONDITION	
MAIN REFERENCES	
SUPPORTING LITERATURE	

SUBJECT	BB184938 : Problem Solving in Business Management
	Credit : 3 credits
	Semester : 8
COURSE DESCRIPTION	
<p>Industries need professional managers to help them solve business problems. Although recent management graduates usually have the most up-to-date scientific and business knowledge, they are quite experienced and there is a shortage of practical skills for the industry such as critical thinking, systematic problem solving, teamwork and effective communication. The course intends to challenge students with some real-life business problems so that they can gain hands-on experience and prepare themselves for real situations in the industry. this course</p> <p>will also provide a series of problem solving methodologies that can be used to address these business problems effectively.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to solve business problems in the industry 2. Able to think critically and define the root causes of problems 3. Systematically measure, analyze, solve, and control business problems 4. Communicate effectively and motivate people with presentations effective 	
SUBJECT	
<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 (results, actions, exceptions, WBS, Gantt chart, milestones) 6. Introduction to DMAIC 7. Determine the elements (CTQ, Requirement) 8. Defining the elements (7QC - Cause-Effect diagrams, Affinity diagrams, Diagrams relationships, flow chart) 9. Data Measurement and Statistics (Process Characterization, Data Collection, System Measurement) 10. Element analysis (FMEA, Method of analysis) 	
PRECONDITION	
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MAIN REFERENCES
<ol style="list-style-type: none"> 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 LITERATURE
<ol style="list-style-type: none"> 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

SUBJECT	BB184939 : Intercultural Communication
	Credit : 3 credits
	Semester : 7
COURSE DESCRIPTION	
<p>This course is designed so that students understand and apply the importance of intercultural communication in organizations and build careers as global leaders.</p> <p>This course is intended to provide insight to students about global leaders, opportunities and challenges as well as expertise for students to be able to understand how to manage global companies through the concept of real intercultural communication. By understanding the aspects of intercultural communication, students will have an understanding of using more adaptive and effective communication strategies. Students as future leaders in organizations are expected to be able to understand the perspective of an intercultural approach in communicating and in a dynamic organizational environment. This course will provide role play exercises and students will work in groups.</p>	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Able to recognize/understand the principles of global leadership and intercultural communication to support global organizational development and in dynamic change. 2. Able to adopt equality in cross-cultural relations and management global company. 3. Able to recognize and appreciate in working in different teams. 4. Be able to identify sensitive matters in intercultural communication, apply them in problem solving. 	

<p>5. Be able to use intercultural communication principles in solving dynamic organizational problems.</p> <p>6. Be able to understand cultural influences and use communication strategies (decision-making, negotiation, and conflict resolution) to support global leadership skills.</p>
SUBJECT
<p>1. Introduction: Intercultural Communication and Global Leadership: Communication Intercultural & Global leadership, potential & challenges</p> <p>2. Global Leadership & Culture.</p> <p>3. Introduction to Cross-Cultural Communication in organizations</p> <p>4. Communication builds culture and history</p> <p>5. Intercultural perception and communication</p> <p>6. Preparation: Survey of intercultural communication</p> <p>7. Team work and social identity</p> <p>8. Communication, globalization and technology</p> <p>9. Cultural Influences in Business Organizations</p> <p>10. Intercultural Communication Business</p>
PRECONDITION
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MAIN REFERENCES
<p>1. Hofstede, Geert. (2010). Cultures and Organization, McGraw Hill.</p> <p>2. Samovar, Larry A (2013). Communications Between Cultures, Wadsworth Cengage Learning. (8 editions).</p> <p>3. Samovar, Larry A (2010) Communications Between Cultures, Wadsworth Cengage Learning. (7 editions).</p>
SUPPORTING LITERATURE

SUBJECT	BB184940 : Contemporary Issues in Business Management
	Credit : 3 credits
	Semester : 7
COURSE DESCRIPTION	
<p>Contemporary Issues provides an opportunity to explore selected cutting-edge issues in global business, management, and development around the world. This course covers emerging theory, concepts, and practice in the broad fields of business, management, engineering management, technology, entrepreneurship, and social sciences.</p> <p>The aim of this course is to increase students' awareness and knowledge of current issues facing the world today, and to enhance students' understanding of new developments and contemporary subjects. Next, the eyes</p>	

This course also aims to provide opportunities for students to critically analyze all information taken from valid sources, and practice analytical skills.	
LEARNING ACHIEVEMENTS OF SUPPORTED STUDY PROGRAMS	
3.1.2	Able to apply the latest business concepts and philosophies to business and management issues in various fields.
COURSE LEARNING ACHIEVEMENTS	
<ol style="list-style-type: none"> 1. Have knowledge and understanding of emerging issues facing the world today. 2. Have knowledge and understanding of new developments around the world in various subjects. 3. Have the skills to find articles with valid sources, summarizes the main ideas about the topic, and critically discusses the issues presented in the article. 4. Have confidence in discussing and debating eyes lessons based on his research on selected subjects. 5. Drawing lessons and reflection on their learning. 	
SUBJECT	
<ol style="list-style-type: none"> 1. Introduction: Learning Objectives / Expected Results at a glance history and cultural/scientific development in Asia 2. Asian Culture and History 	
PRECONDITION	
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MAIN REFERENCES	
Any relevant articles from any valid sources.	
SUPPORTING LITERATURE	