

**SCHOOL OF BUSINESS AND MANAGEMENT ITB
(SBM-ITB)
Undergraduate Program
Handbook**



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School of Business and Management ITB (SBM-ITB)

Undergraduate Program

The SBM-ITB Undergraduate Program prepares its graduates to face the challenges of the 21st century. We provide a rigorous and rewarding education for tomorrow's business leaders.

A. Values

We live in a fast changing world where global competition and network are the norm rather than the exception. As a case in point, Indonesian graduates compete not only at the local but also at the international level to gain entry into the country's limited job market. Because of these rapid changes, information can quickly become outdated, requiring a new and innovative approach to stay ahead in the information loop.

At SBM-ITB, we pride ourselves in being receptive to change. We thrive in such an environment because of our policy to embrace diversity, the latter which is borne out of a need to work closely together to achieve a common goal. In the process, we provide our students with the fundamentals with which to pursue the art of negotiation and communication. We believe that it is important for them to acquire these skills in order that they may succeed in their future careers.

We also take pride in the fact that, at SBM-ITB, ethical norms are observed judiciously. To this end, we have called on each and every member of our faculty, staff, and student body to abide by the code of conduct stipulated by SBM-ITB.

B. SBM-ITB Vision and Mission

Vision

Our vision is to create future leaders in business and to develop a critical mass of entrepreneurs for Indonesia to become a modern society respected by the world community.

Mission

Our mission is to:

- Teach our students to become future business leaders.
- Develop a world-class institution that promotes a knowledge base in the field of business and management, and
- Create a positive impact to the community at large.

C. Curriculum Structure

Our goal is to impart knowledge pertaining to the distinctive functions that are found in any organization, and the ways in which these functions should be carried out; with a sense of integrity based on ethical norms.

First Year

In the first year, we introduce our students to a diverse world community where absolutes need not apply. Accordingly, we encourage them to be open-minded and to respect diversity,

first in their immediate community, followed by the community at large. The emphasis on the first year's curriculum is on such soft skills as teamwork, articulation in expressing ideas, and the capacity to view the world from the standpoint of distinct cultures.

Second Year

In the second year, our students are taught both the theoretical and the applied in business and management skills. In a two-semester course called Integrative Business Experience, they must establish a commercial entity. They will then seek to acquire a bank loan, find reliable suppliers, and of course, attract loyal customers. The profit that they generate from their business venture will go towards funding a community project of their choice. Hence their involvement in this commercial undertaking is a medium by which they learn responsibility as well as compassion for those who are less fortunate.

In pursuing their business activities, the students will encounter challenges that prevail in one form or another. However, it is in these adverse situations that they are able to take away a possible life-long lesson, which is that perseverance is one of the keys to success in whatever endeavor they choose to pursue.

Third Year

In the third year, students begin taking such classes as corporate finance, international trade, and new business development, which serve to incorporate the subjects covered in previous semesters. They also start to choose a concentration depending upon their area of interest as well as their plan for a future career. Accordingly, they must take the electives necessary to round off their course requirements.

The SBM-ITB curriculum can be summarized in the following diagram:



Diagram - SBM-ITB Curriculum Structure

D. SBM-ITB Program Schedule

The SBM-ITB Undergraduate Program comprises 144 credit hours to be completed in 3 years. Following is a breakdown:

2003 Curriculum

SBM-ITB Undergraduate Program

FIRST YEAR

Semester 1

No	Subject	Credit-hour
1	Mathematics for Business and Management <i>Matematika dalam Bisnis & Manajemen</i>	4
2	Critical Reading and Writing I <i>Bahasa Inggris dalam Bisnis I</i>	4
3	Natural Sciences <i>Ilmu Pengetahuan Alam</i>	4
4	Ecology, Technology, and Sustainable Futures <i>Ekologi, Teknologi & Masa Depan Berkelanjutan</i>	4
5	Fitness and Performance Skill <i>Olah Raga & Seni I</i>	2
	Total	18

Semester 2

No	Subject	Credit-hour
1	Communication <i>Komunikasi</i>	4
2	Statistics for Business and Management <i>Statistika dalam Bisnis dan Manajemen</i>	4
3	Critical Reading and Writing II <i>Bahasa Inggris dalam Bisnis II</i>	4
4	Study of Human Societies: Past and Present <i>Kajian Tatahan Masyarakat: Masa Lalu dan Kini</i>	4
5	Fitness and Artistic Recollection <i>Olah Raga & Seni II</i>	2
	Total	18

Semester 3 (Short Semester)

No	Subject	Credit-hour
1	Psychology and Organizational Behavior <i>Psikologi & Perilaku Organisasi</i>	4
2	Financial Accounting <i>Akuntansi Finansial</i>	4
3	Management Practice <i>Praktek Manajemen</i>	2
	Total	10

SECOND YEAR

Semester 4

No	Subject	Credit-hour
1	Principles of Management <i>Pengantar Bisnis & Manajemen</i>	4
2	Intra and Entrepreneurship <i>Kewirausahaan</i>	3
3	Introduction to Finance <i>Pengantar Keuangan</i>	4
4	Marketing <i>Pemasaran</i>	4
5	Integrative Business Experience I <i>Bisnis Terpadu I</i>	5
	Total	20

Semester 5

No	Subject	Credit-hour
1	Integrative Business Experience II <i>Bisnis Terpadu II</i>	6
2	People Management <i>Manajemen Manusia</i>	4
3	Business Law and Ethics <i>Hukum dan Etika Bisnis</i>	3
4	Technology Process and Operations Management <i>Manajemen Operasi dan Teknologi</i>	4
5	Information Systems <i>Teknologi Informasi</i>	3
	Total	20

Semester 6 (Short Semester)

No	Subject	Credit-hour
1	Power and Politics <i>Kekuasaan dan Politik</i>	4
2	Economics <i>Ekonomi</i>	4
3	Community Service <i>Pelayanan Masyarakat</i>	2
	Total	10

THIRD YEAR

Semester 7

No	Subject	Credit-hour
1	System Thinking, Logics and Complexity <i>Berpikir Sistem dan Kompleksitas</i>	4
2	Corporate Finance <i>Keuangan Korporasi</i>	4
3	Religious Studies <i>Kajian Agama</i>	4
4	Elective 1	4
5	Elective 2	4
	Total	20

Semester 8

No	Subject	Credit-hour
1	International Business and Trade <i>Perdagangan Bisnis Internasional</i>	4
2	Decision Science and Strategic Negotiation <i>Ilmu Pengambilan Keputusan dan Teknik Negosiasi</i>	4
3	Elective 3	4
4	Elective 4	4
5	Elective 5	4
	Total	20

Semester 9 (Short Semester)

No	Subject	Credit-hour
1	Change Management and Corporate Strategy <i>Manajemen Perubahan dan Strategi Korporasi</i>	4
2	Seminar on New Business Development <i>Seminar Pengembangan Bisnis Baru</i>	4
	Total	8

Electives 1 and 2

No	Course	CH	Concentration
1	Quality Assurance <i>Penjaminan Kualitas</i>	4	Operations
2	Modelling in Operations Management <i>Pemodelan dalam Manajemen Operasi</i>	4	Operations
3	Organizational Theory <i>Teori Organisasi</i>	4	People Management
4	Leadership <i>Kepemimpinan</i>	4	People Management
5	Consumer Behavior <i>Perilaku Konsumen</i>	4	Marketing
6	Market Research <i>Riset Pasar</i>	4	Marketing
7	Investment Management <i>Manajemen Investasi</i>	4	Finance
8	Managerial Accounting <i>Akuntansi Manajerial</i>	4	Finance
9	Foreign Language* <i>Bahasa Asing*</i>	4	General

Elective 3, 4 and 5

No	Course	CH	Concentration
1	Capital Market <i>Pasar Modal</i>	4	Finance
2	Business Risk and Venture Capital <i>Resiko Bisnis dan Modal Ventura</i>	4	Finance
3	Auditing and Control <i>Pengendalian & Audit</i>	4	Finance
4	Service Marketing <i>Pemasaran Jasa</i>	4	Marketing
5	Advertising <i>Periklanan</i>	4	Marketing
6	E-Commerece and Internet marketing <i>Perdagangan Elektronik dan Pemasaran melalui Internet</i>	4	Marketing
7	Performance Management <i>Manajemen Kinerja</i>	4	Operations
8	Supply-Chain Management <i>Manajemen Rantai Pasok</i>	4	Operations
9	Project Management <i>Manajemen Proyek</i>	4	Operations
10	Compensation Management <i>Manajemen Penggajian</i>	4	People Management
11	Labor Union and Industrial Relation <i>Serikat Buruh & Hubungan Industri</i>	4	People Management
12	Acquisition and HRD <i>Manajemen SDM & Akusisi</i>	4	People Management

1. Mathematics for Business and Management

- Objectives** : 1. Students understand principal and standard techniques in mathematics for business and management.
2. Students acquire calculation skills in standard mathematics for business and management.
3. Students develop reasoning and creativity with their experience in mathematical problem solving.
4. Students have a basic knowledge and reasoning to learn other topics in mathematics.
- Short Description** : This course provides basic mathematics needed for business, economics, management, social and life science.
- Reference** : 1. Raymond A. Barnett, et al. (1999), *Applied Mathematics for Business, Economics, Life Science and Social Science*, Prentice Hall.
2. Frank S. Budnick. (1993), *Applied Mathematic for Business, Economics, and the Social Sciences*, 4-th edition, McGraw-Hill.
3. Ernest F. Haeyssler, Jr. (1993), *Introductory Mathematical Analysis for Business, Economics, and The Life and Social Sciences*, 7-th edition, Prentice Hall.
4. Dale Varberg and Walter Fleming. (1991), *Applied Calculus for Management, Social, and Life Sciences*, Prentice Hall.

2. Critical Reading and Writing I

- Objectives** : At the end of the course the students should;
1. Be familiar with the use of writing and reading for learning, thinking and communicating.
2. Be familiar with writing assignment as a series of task, including finding, evaluating, analyzing and synthesizing appropriate primary and secondary sources.
3. Be aware that it usually takes multiple drafts to create and complete a successful text.
4. Be familiar with the development of strategies for generating, revising, editing and rewriting.
5. Be familiar with the collaborative and social aspects of writing process.
- Short Descriptions**: The students will be trained to practice both the scanning and skim skill in reading texts as well as to read critically. They will also be trained to write both a good paragraph and essay. Apart from reading and writing skills, they will be trained to give an academic presentation.
- Reference** : 1. Jason, P., Lefcowitz, A., *Creative Writer's Handbook*, 3rd Ed.
2. Hochschild A. (1999), *King Leopold's Ghost: A Story of greed, terror, and heroism in colonial Africa*, Mariner Books.

3. Natural Science

Objectives : Upon joining this course, student will be capable of understanding the integration of basic principles, interconnection and application of natural science; Capable of applying natural science concepts in daily life for higher survival and quality life; Understand and be capable of developing natural science concepts to respond to scientific information in the media and scientific issue in today's and future's society.

Short Descriptions: History of natural science; How natural science work; Logical and analytical thinking and the experiment; Method and Science; Natural Catastrophe; Magic of Mineral; The Blueprint of life; DNA; The future of human need; biotechnology and GMO; Immune System; AIDS & SARS; Human reproduction; Tot potency & immortality of cells; Nervous system and artificial intelligence; Back to nature: energy, food and lifestyle.

Reference : 1. Campbell, Reece, Mitchell & Taylor. (2003), *Biology. Concepts & Connections*. 4th. Edition. Benjamin Cummings.
2. Hewitt, P.G. (2001), *Conceptual Physics with Practicing Physics Workbook* (9th Edition), Addison Wesley Publishing Company, ISBN: 0321052021.
3. Campbell, N. An & Reece, J. B. (2002), *Biology*, 6th Edition, International Edition, Benjamin Cummings, San Francisco.

4. Ecology, Technology and Sustainable Future

Objectives : Students understand the relationship among human activities, technology, social systems, natural resources, such that they understand human role in natural environment. Additionally, the students can adapt their activities to environment as a life-source.

Short Descriptions: Environmental system, natural system, resources system, human activity & impact, environmental technology, sustainable concepts, sustainable economic and society.

Reference : 1. Chiras D, D. (2001), *Environmental Science. Creating a sustainable future*. 6th. Edition. John & Bartlett Publisher.
2. Miller G.T. (2004), *Living in the environment. Principles, connections, and solutions*. 13th. Edition. Thomson Learning.

5. Fitness and Performance Skill

Objectives : **Fitness:** The students are expected to achieve their physical fitness program target which will be reached in one semester. This course is also to improve the students' skill in team work, sportsmanship, strategy, and challenge.

Performance Skills: Students improve body language ability, voice quality and verbal skills in communication by kinetic, oral activities.

Short Description : **Fitness:** Fitness theory, determining fitness target/ personal art achievement; sports practice as they choose to increase their fitness: tennis, swimming, hockey, traditional self-defense arts, basketball, futsal; besides those sports, there are intergroup games.

Performance Skills: Train performance by body language expression, voice and verbal skill to have a certain quality communication. Body Skill: general body language, facial, gesture, and postural expression; Voice Skill: art of breathing, voice as character (case), characterization games.

Reference : Aerobics and Fitness Association of America. (1997), *Fitness: Theory & Practice*. 2nd Ed.

6. Communication

Objectives : Enhance the ability to organize and express ideas in writing and speaking. Improve negotiation skills. Apply reasoned, practical and ethical principles to analyzing, evaluating, designing, and delivering business messages. Understand communication theories and practice in diverse organizations & cultures and in the workplace. Strengthen the presentation skill in the new technology era.

Short Description: Facing today's communication challenges, Interpersonal and intercultural communication, Techniques of cross cultural communication, negotiations, communication in the workplace, Basic Pattern of Business Messages, Fundamentals of Report Writing, Correctness of Communication, presentation guidelines, polish nonverbal, polish delivery skills-visuals. The use of computer on presentation.

Reference : 1. Lehman, C. M., & DuFrene, D. (1999). *Business Communication*, 12th edition. Cincinnati, OH: Southwestern College Publishing.
2. Hartman, LeMay, *Presentation Success – A Step by Step Approach*.

7. Statistics for Business and Management

- Objectives** : 1. Students understand basic statistics concepts for business and management.
2. Identify business and management problems and solve the problems using basic statistics concepts.
 3. Introducing and developing use statistics software skills.
 4. Increase experience in team working.

Short Description : Entrepreneur, manager or decision maker make a decision for long term (strategic), middle term or short term (operational). Besides using intuition or experience, some decisions are made by using information utility get from processing data collected and analysis. Knowledge and skills provision about collecting data, processing data, analysis, process of drawing a conclusion, and the presentation were very important for entrepreneur, manager and decision maker candidates.

- Reference** : 1. McClave, Benson and Sincich. (2001), *Statistics for Business and Economics*, 8th edition, Prentice Hall.
2. Jonathan D.: *Statistics for Business: Data Analysis and Modeling*, 2nd edition
 3. Mansfield, E.; *Statistics for Business and Economics: Methods and Applications*.

8. Critical Reading and Writing II

- Objectives** : The students are expected to be:
1. Familiar with the use of writing and reading for learning, thinking and communicating.
 2. Familiar with writing assignment as a series of task, including finding, evaluating, analyzing and synthesizing appropriate primary and secondary sources.
 3. Aware that it usually takes multiple drafts to create and complete a successful text.
 4. Familiar with the development of strategies for generating, revising, editing and rewriting.
 5. Familiar with the collaborative and social aspects of writing process
- In this course the following key skills and competencies will be encouraged;
1. Critical thinking through analysis and discussion of ideas from reading texts or video
 2. Writing skills requiring the organization of ideas and their development in stages of writing course.
 3. Cooperative learning through working in pairs and small group discussions.
 4. Critical reading skills through guidance in relation to specific texts to be read and how they should be read.
 5. Basic competence in making use of learning resources such as libraries and internet.

Short Description : The intention of this course is to train the students to be a critical reader and writer. Since there are only a very limited number of meetings for one semester the emphasis of the course is on “how to read and write critically” using some texts on Ecology, Technology, Sustainable futures and multiculturalism, and selected readings and writings in business.

Reference : 1. Jason, P., Lefcowitz, A., *Creative Writer’s Handbook*, 3rd Ed.
2. Kozelka, P., *Fifteen American One*.
3. Shaperd, R., and Thomas, J., *Sudden Fiction*.

9. Study of Human Societies: Past and Future

Objectives : At the end of the course students should be able:

1. To give an account orally and in writing of the nature of the social sciences and how they differ from the natural sciences.
2. To discuss social issues arising from modernization and economic development.
3. To describe the contribution of social science theories to understanding the practices of everyday life.
4. To describe the concept of culture as a process not a fixed set of practices.
5. To compare the role of religion in different societies and social groups.
6. To give an account of the evolution of types of human societies with respect to developing technological sophistication

Short Description : Explain about social sciences especially anthropology and history which investigate human’s life past and present. The important stressing in this course is critical methodology aspects which illuminate especially debate and conflict happened in society, such as multicultural issues, globalization, human rights, and ability to see social phenomenon universally, such as family and religion institutionalize, and discussion those topics in social behavior.

Reference : 1. C. Hann, *Teach Yourself Anthropology*
2. Joy Hendry. (1999), *Introduction to Social Anthropology: Other People’s Worlds*, Palgrave.
3. R. Keesing and Andrew Strathern, *Cultural Anthropology: A Contemporary Perspective*
4. T. Barfield (ed.). (1997), *Dictionary of Anthropology*, Blackwell.
5. Anthony Barnard and J. Spencer (Ed). (1996), *Encyclopaedia of Social and Cultural Anthropology*, Rutledge.
6. T. Ingold (Ed), *Companion Encyclopaedia to Anthropology*.
7. J. MacClancy (Ed). (2002), *Exotic No More: Anthropology on the Front Lines*, University of Chicago Press.

10. Fitness and Artistic Recollection

- Objectives** : **Fitness:** The students are expected to cooperate, and have leadership characteristics as well as good health. The students are also encouraged to be creative.
Artistic Recollection: The students are expected to apply self performance elements, such as Emotional Quotient, Speech Act and Performative Communication, to achieve self realization more certain quality.
- Short Description :** **Fitness: Physically : Physical fitness & good health.**
Social mentally : cooperation, discipline, sportsmanship, fighting spirit, creative and leadership.
Artistic Recollection: Emotional quotient: primer emotion recognition, primer emotion observation (case), associative games, and creativity; Speech Act: speech, tyle, space (case0, the art of persuasion, cohesive/competitive speech, gender speech; performance communication: creative humor, exploring self-science, wording (case), writing short play, casting, rehearse and preparation.
- Reference** : Lombardi, V. (1995), *Coaching for Teamwork: Winning Concepts for Business in the Twenty-First Century*. Rev. ed. Reinforcement Press.

11. Psychology and Organizational Behavior

- Objectives** : The students are expected to have the knowledge, skills, and competencies related to basic psychology and relevant organizational behavior.
- Short Description :** Introduction and basic conceptual organizational behavior model. Principle organizational behavior theories, individual behavior, group organization unit. Leadership style, motivation and compensation systems. Value, attitude and job satisfaction. Organizational communication. Corporate culture. Development and organization change.
- Reference** : 1. Robbins, S.R. (2003), *Organizational Behavior, 10th edition* Upper Saddle River, N.J. Prentice Hall
2. American Psychological Association, *Publication Manual of the American Psychological Association, 5th edition*, Washington DC.
3. Janis. *A perfect failure: the Bay of Pigs*. In I.L. Janis, Groupthink, Boston: Houghton Mifflin.

12. Financial Accounting

Objectives : Class discussions will center on the fundamental concepts, principles and underlying assumptions that govern accounting. Students will walk through the steps required in recording an entity's transactions; from the journal entry to the ledger, to the financial statements. They will also have access to accounting software which makes the accounting process much more expeditious and error-free.

Short Description : Topics of discussion will include, among others:

1. Understanding the financial statements
2. Accounting for sales revenue
3. Nature of inventory and cost of goods sold
4. Ownership of a corporation
5. Reporting and interpreting liabilities
6. Financial statement analysis

Reference : 1. Warren, Reeve, and Fess. (2005), *Accounting*, Edition 21, Southwestern.
2. Ali Mahmudi. (2005), *Accurate 3: Sistem Informasi Akuntansi Perusahaan*, Grasindo.
3. Megginson, Byrd, and Megginson. (2000), *Small Business Management: An Entrepreneur's Guidebook*, third edition, McGraw-Hill.

13. Management Practice

Objectives : Students experience real management processes, which will enable them to:

1. Illustrate the problems of organizing, especially electing leader and manning the organization;
2. Give an example of coordination problem, both in and inter-organization. Good students should be able to reach at the importance of commitment building;
3. Illustrate the problems of resource allocation. Good students should be able to conclude the importance of standard operating procedures and also commitment building;
4. Illustrate and conclude whether a conflict is real or it is just a communication problem;
5. Finally, the students should be able to successfully complete a project on a predefined schedule.

Short Description : Students create small groups to design group activities, coordinate inter-group activities, and implement programs.

Reference : -

14. Principles of Management

- Objectives** :
1. Give example on the dynamics of today's new work environments
 2. Illustrate the management function (POLC) using their own experiences
 3. Systematically explain the differences among organizations, and relating it with the environment, culture and diversity
 4. Understand the characteristics of an entrepreneur
 5. Understand the part teams and teamwork play on an organization.
 6. Explain the effects of change and how to manage those changes.

Short Description : Business in knowledge era, entrepreneurship basic elements, strategic planning, business management, information systems, law in business, marketing, accounting and budgeting, financial management, technology in business, organization, quality management, ethical behavior in business, global strength and economic world development.

- Reference** :
1. Schermerhorn. (2005), *Management*, 8ed. New York: Wiley.
 2. Peters, Tom. (2003), *Re-Imagine!* London: Dorling Kindersley.
 3. Kaplan & Norton, 2004, *Strategy Maps*. Boston: Harvard Business School Publishing.
 4. Whetten & Cameron. (2005), *Developing Managerial Skills*, 6ed. New Jersey: Pearson Education

15. Intra and Entrepreneurship

- Objectives** :
- While taking this course, students are expected to enjoy the learning process. Students are exposed with real experiences from entrepreneurs, and learn from their experiences. After completing this course, students are expected to:
1. Feel closer to the entrepreneur's world;
 2. Rethink their entrepreneurial aspiration and have more confidence when deciding on their future careers;
 3. Understand entrepreneurship-related-concepts;
 4. Think on their entrepreneurial capacity and know what and how to build.
 5. Add and build their knowledge and skills of entrepreneurship from other sources as a fundamental for lifelong learning.

Short Description : Entrepreneurship is a hot topic in business and management education. Most agree that entrepreneurship can be learned, though it is hard. Entrepreneurship involves not only managerial skills but also personal skills (e.g., attitude, behavior, ethics, etc.) which take long time (i.e., years) to build. Since

managerial skills are mostly covered by other courses in the curriculum, this entrepreneurship course will focus mostly on the core of entrepreneurship, which is the 'entrepreneur' itself. In building personal skills, learning from other entrepreneurs and doing/experiencing what entrepreneurs do are very important. Complementing the IBE courses (IBE I and II) which will provide real entrepreneurial experiences to students; this course will offer various experiences from real entrepreneurs. Also, it will cover subjects related to entrepreneurship to equip students with useful entrepreneurial concepts. As the title of the course suggests, it will as well cover entrepreneurial activities in an established organization (also called 'Intrapreneurship'). Therefore, this course is intended to help in preparing students who want either to start their own businesses or to join big organizations with entrepreneurial spirit on hand.

Reference : Kuratko, D.F. and R.M. Hodgetts. (2004), *Entrepreneurship: Theory, Process, and Practice*, 6e (South-Western).

16. Introduction to Finance

Objectives : 1. To understand the basic concept of financial management.
2. To understand the firm.
3. To understand the methods and techniques to analyze profitability and liquidity of the firm
4. To understand break even analysis, budgeting and profit planning process
5. To understand time value of money
6. To understand capital budgeting techniques
7. To show you that numbers are sexy and excited, and therefore finance is really FUN

Short Description : Basic principle and theory and also practice used in financial resource allocation in private sector, making company policy. Analysis and financial management including company cash flow assessment, working capital management, break event point, budgeting, and capital investment decision.

Reference : 1. Ross, Stephen A., Randolph W. Westerfield, Jordan. (2003), *Fundamental of Corporate Finance*, 6th ed. Mc Graw Hill.
2. Welsch, Glenn A., Ronald W. Hilton, Paul N. Gordon. *Budgeting, Profit Planning and Control*, 5th ed. Prentice Hall.

17. Marketing

- Objectives** : Students will be able to:
1. Understand and use the Strategic Marketing System.
 2. Understand how marketing interfaces with other business functions.
 3. Look for future trends.
 4. Appreciate customer behavior studies.
 5. Segment and target customer bases.
 6. Position a project/service.
 7. Make an integrated marketing mix strategy.
 8. Devise a marketing plan.
 9. Appreciate the ethical concerns in marketing.
 10. Work well in groups.

Short Description : Basic marketing, market segmentation and selecting target market, marketing mix, market research. Marketing distribution, wholesaling, retailing, personal selling and selling management. Marketing business management: promotion, publication, advertising. Pricing: correlation between earning and cost, determining price for product and service.

- Reference** :
1. Main texts: Kotler, Philip and Armstrong, Gary. (2004), *Principles of Marketing* 10th Ed. International Edition; Prentice Hall, New Jersey.
 2. Philip Kotler. (1999), *Kotler on Marketing*, The Free Press, New York.
 3. Philip Kotler. (1994), *Marketing Management*, Prentice-Hall, New Jersey.
 4. Michael, Mazarr. (2005), *Global Trends: An Owner's Manual for the Next Decade*, St. Martin's Press, New York. 1999.
 5. Kevin Roberts. (2004), *Lovemarks: The Future Beyond Brands*, Saatchi & Saatchi, New York.

18. Integrative Business Experience I

- Objectives** : Students will identify a business opportunity to undertake, and prepare a business plan which they will submit to acquire a loan from a designated bank. After completing this course, students are expected to:
1. Be able to integrate knowledge from other courses in planning and preparing a business venture.
 2. Gain self-confidence in planning for a business venture.
 3. Gain interpersonal skills, such as teamwork, communication, and leadership.
 4. Gain an understanding of the environmental conditions and challenges for entrepreneurial activities, such as technological innovation, and governmental regulation.
 5. Strive for ethical standards.

Short Description : The IBE1 course is the first of a three-course series (i.e., IBE I, IBE II, and Community Service) which will expose students to the complete process of entrepreneurship starting from planning a new venture, running a real business, and giving back to the community. This course will focus on planning a new venture in the form of producing a business plan and presenting it to potential creditors. A business plan will typically include: (1) product/service plan, (2) market plan, (3) operations plan, (4) organizational plan, and (5) financial plan.

Reference : IBE1 uses the reference material that is applied in the other courses in the semester (i.e., Marketing, Principles of Management, Introduction to Finance, and Intra- and Entrepreneurship).

19. Integrative Business Experience 2

Objectives : Based on their approved business plan from the previous semester, students will now begin to actually manage their own company. After completing this course, students are expected to:

- a. Be able to integrate the knowledge gained from other courses in launching, organizing, and operating a real business.
- b. Gain self-confidence in running a business.
- c. Gain interpersonal skills, such as teamwork, trust building, communication, motivation, and leadership.
- d. Gain their understanding of and develop their skills in dealing with environmental conditions and challenges in entrepreneurial activities, such as technological innovation and governmental regulation.
- e. Gain a commitment to professionalism and strive to achieve ethical standards.

Short Description : The IBE2 course is the second part of a three-course series (i.e., IBE1, IBE2, and Community Service) as mentioned above. In this semester, students will focus on running a business which involves product launching, organizing, decision making, goal setting and performance evaluation.

Reference : IBE2 uses the reference material applied in the other courses in the semester (i.e., Technology and Operations Management, People Management, Business Law and Ethics, and Information Systems).

20. People Management

- Objectives** :
1. Able to explain what People Management (PM) is and its integration with other functional management.
 2. Able to explain responsibility of Manager of PM
 3. Understand concept and application techniques of PM in level strategic and/or operational level.

Short Description : This course focuses on practical applications that all managers need to deal with in their PM-related responsibilities. This course is designed to provide information about how to recruit and train new employees, how to avoid committing management malpractice, how to use devices such as the PM Scorecard to measure PM's effectiveness in achieving the company's strategic aims, and how to deal with the trend toward outsourcing jobs to other countries.

Reference : Gary Dressler. (2005), *Human Resource Management*, 10th edition, Pearson, Prentice Hall.

21. Business Law and Ethics

- Objectives** :
1. Cognitive domain:
 - Understand the nature, roles, and consequences of implementing ethics and law in business.
 - Be able to understand the ethical issues, analyze the related subjects/issues, and be able to suggest and provide alternative solutions.
 - Be able to absorb the concept of ethics in business, and develop the ethics for further implementation.
 2. Affective domain:
 - The students will become familiar with ethical behavior so that they may become law abiding citizens.

Short Description : Basic concept about ethics in business, Good Corporate Governance, Corporate Culture, Corporate Social Responsibility, Social Capital, The Regulation of Business, Contracts, Credit and Bankruptcy, Monopolistic Practices and Unfair Business Competition, Employment and Labor Law, Resolution of Disputes.

- Reference** :
1. Goldman, Arnold J., and Sigismond, William D. (2001), *Business Law, Principles and Practices*, fifth edition, , Houghton Mifflin Company, Copyright.
 2. Henry R. Cheeseman. (2001), *Business Law*, Fourth Edition, Prentice-Hall, Inc Upper Saddle River, New Jersey.
 3. Beauchamo, T.L and N.E. Bowing. (1997), *Ethical Theory and Business*, Fifth Edition, upper Saddle River, New Jersey.
 4. Boatwright, John Raymond. (2000), *Ethics and The Conduct of Business*, third edition, Prentice-Hall, Inc.

5. McGraw-Hill. (2005), *Perspectives in Business Ethics*, Third Edition, International Edition.

22. Technology and Operations Management

- Objectives** : After completing this course, the students should be able to:
1. Understand the role of operations in service and manufacturing organizations.
 2. Gain an appreciation of the strategic importance of operations and how operations relate to other business functions in service and manufacturing organizations.
 3. Develop a working knowledge of the concepts and methods related to designing, planning, and managing operations to create competitive advantage.
 4. Develop a skill set for organizing activities as a part of a process.

Short Description : This course covers a broad introduction to the field of operations management. The main objective is to provide the participants with a thorough understanding of challenges management and strategies of designing and managing operations. The content includes operations strategy for competitive advantage, forecasting, design of goods and services, managing quality, process strategy and capacity planning, location strategy, layout strategy, human resources and job design, supply chain management, inventory management, aggregate planning, material requirements planning, scheduling, project management, and maintenance and reliability. Participants are also introduced to several quantitative modules such as waiting-line models, transportation models, linear programming, and simulation.

- Reference** : 1. Heizer, J. and Render, B. (2006), *Operations Management*, 8th Ed., Prentice Hall, Upper Saddle River, NJ. (HR).
2. Cox, J.F., Blackstone, J.J. and Schleier, J.G. (2003), *Managing Operations: A Focus on Excellence*, North River Press, NY. (CBS).

23. Information Systems

- Objectives** : This course helps students to understand information technology. The course focuses on network and computer distribution, and computer use to support business such as e-commerce.

Short Description: Understanding hardware, software and human ware. Database, programming logics, program architecture, data flow diagram. Management Information Systems, web site designing. Business transaction designing based on web.

- Reference** : 1. Laudon, Kenneth C., and Jane P. Loudon.(2005), *Essentials of Management Information Systems*, Managing the Digital Firm, 6th Edition, Pearson Education International.
2. O'Brien, James A. (2005), *Introduction to Information Systems*, 12th Edition, McGraw Hill International Edition.

24. Power and Politics

- Objectives** : At the end of this course the students will:
1. Develop a clear understanding of power, influence and politics in organizations
 2. Recognize sources of power and influence
 3. Understand tactics and strategies for using influence
 4. Understand how to cope with resistance and opposition
 5. Understand power in cross-cultural dimensions
 6. Enhance observational and diagnostic skills of power and influence
 7. Understand that power and influence are embedded in decisions made in functional areas such as finance, marketing etc
 8. Help explore and expand their own set of influence strategies and tactics
 9. Decide what they are or are not willing to do to obtain and exercise influence.

Short Description : Concept about Sources of Power, Benefits and Risks of Mentors, Social Capital, Managing Power Cross Culturally, Action Inquiry, Cooptation and Coalitions, Managing with Power

- Reference** : 1. Jeffrey Pfeffer. (1994), *Managing with Power: Politics and Influence in Organizations*, Harvard Business School Press.
2. Fons Trompenaars and Charles Hampden-Turner. (1998), *Riding the Waves of Culture*, McGraw Hill.

25. Economics

- Objectives** : Give students:
1. Comprehension about various opinions in economics rules.
 2. Comprehension about correlation between various economics subject, relative business position to competitor and market.
 3. Comprehension about the market in the future.

Short Description : Economics and financial society's impact, financial society's rules, market games, market without conflict, creating market, market rules, market dynamics, efficient market. Bargaining and rationality.

- Reference** : 1. Miller, R.M. (2002), *Paving Wall Street : Experimental Economics and the Quest for the Perfect Market*, New York: John Wiley.

2. Belsky, G. (2000), *Why Smart People Make Big Money Mistakes And How To Correct Them: Lessons From The New Science Of Behavioral Economics*. New York: Simon & Schuster.
3. Ohmae, K. (2000), *The Invisible Continent, Four Strategic Imperatives of the New Economy*. London: Nicholas Brealey Pub.

26. Community Service

- Objectives** : At the end of this course students should be able to:
1. Define the structural problems faced by communities;
 2. Elaborate the structural problems into several factors, such as economic, social, kinship, and religion; additionally they should be able to look from the light of policy making;
 3. Analyze the severity of problems using the right methods;
 4. Define the best solution in terms of practicality, feasibility, socio-political acceptance, and sustainability;
 5. Implement their solution in the selected community.

- Short Description** : This course gives the students:
1. Social awareness and responsibility;
 2. An understanding that business is both a profit-oriented and a philanthropic exercise;
 3. Management practices.

- Reference** :
1. Anheirer, Helmut. (2002), *The third Sector in Europe: Five Theses*. Civil Society Working Paper 12.
 2. Green, G.P. and A. Haines. (2002), *Asset Building & Community Development*. Thousand Oaks, Calif., Sage Publications.
 3. Furco, A. & Billig, S.H.. (2002), *Service Learning: The Essence of the Pedagogy*. Greenwich, CT: Information Age Publishing.
 4. Simon, L.A., M. Kenny, K. Brabeck, & R.M. Lerner (Ed), (2001). *Learning to Serve: Promoting Civil Society through Service – Learning*. Norwell, MA: Kluwer Academic Publishers.
 5. O'Donnell, S., Jane Beckett & Jean Rudd Promising. (2005), *Practices in Revenue Generation for Community Organizing: An Exploration of Current and Emerging fundraising and Grant making Practices in Community Organizing*. A Project of the Center for Community Change, Washington, DC.

27. Systems Thinking, Logics, and Complexity

- Objectives** : At the end of this course students should be able to:
1. Understand business as a holistic complex system, not partial.
 2. Understand dynamic behavior systems weather inside or outside business environment.
 3. Use techniques or systemic and holistic approach to face business problems.
- Short Description** : Systems theory: why systems, change of paradigm in systems and systems type. Systems thinking: thinking in circle, feedback. Technique and systems approach: systems modeling and finding solution. Complexity in business: systems approach in understanding complexity to reach business effectiveness. Business systems dynamics: dynamic systems and approach characteristic used for understand systems behavior.
- Reference** : 1. Laszlo, E. (1996), *The Systems View of the World*, Hampton Press, Inc.
2. Flood, R.L., Ewart R. Carson. (1988), *Dealing with Complexity*, Plenum Press, New York.

28. Corporate Finance

- Objectives** : The students will be capable of:
1. Making a more detailed financial analysis to maximize shareholder equity.
 2. Using the right analysis in corporate finance management.
- Short Description** : Financial analysis related to company growth, financial or company goals, in maximize shareholder equity, and connections between dividend policy, debt level, capital cost, ROI and growth. Financial company structure analysis, debt structure maturity, stock evaluation model and funding strategy and funding instrument.
- Reference** : 1. Rose, Westerfield, Jordan. (2001), *Essentials of Corporate Finance*, 3rd Edition, McGraw-Hill.
2. Block, Hirt. (2002), *Foundations of Financial Management*, 10th Edition, Irwin/McGraw-Hill.
3. Scott, Jr., Martin, Petty, Keown. (2002), *Financial Management Principles and Applications*, Prentice-Hall.

29. Religion Studies

- Objectives** : The students are expected to:
1. Understand plural values coming from religions and their histories;
 2. Have tolerance to other religions.
- Short Description** : Relationship between religion and several culture, study of several religion and believes, the similar and different views of several religion. Discussion of fanaticism, fundamentalist, terrorism, liberalism.
- Reference** : 1. <http://www.academicinfo.net/religindex.html>
2. <http://ias.berkeley.edu/orias/Islam.html>
3. Huntington, S. (1998), *Clash of Civilization and the Remaking of World Order*. Simon & Schuster.
4. Eliade, M. (1988), *A History of Religious Ideas: From Muhammad to the Age of Reforms*. Chicago: University of Chicago Press.
5. Sharpe, E.J. (1991), *Comparative Religion: A History*. 2nd ed. Open Court Pub.

30. International Business and Trade

- Objectives** : At the end of this course, students should be able to understand:
1. Growth of nation interdependence in economy.
 2. Concepts and theory of trade and international business.
 3. Impact of international and national policy to company policy.
 4. Legal aspect of international trade and businesses
- Short Description** : History of trade development and international trade. Trade theory and international trade functional dimensions, inter-country economic interdependence and its impact for company policy and managerial. Trade essence and international business: institutions, socio-culture, politics, ethical and economic environment: trade, foreign investment and developing trade.
- Reference** : 1. Rodrigues, C. et al. (2000), *International Management: A Cultural Approach*. Minneapolis/St. Paul: West Publishing Company, ISBN: 0324041500.
2. Black, J. Stewart, Morrison, J. Allen, Gregersen, Hal B. (1999), *Global Explorers The Next Generation* , Routledge Publishing Company, ISBN:0415921481.

31. Decision Science and Strategic Negotiation

- Objectives** : At the end of this course, students will:
1. Understand competition influenced by problems and survive in competition.
 2. Understand and capable to make use of arts use diversity in problem solving and get collective goals.
 3. Understand various adaptable negotiation styles.
 4. Understand structure and organization dynamics and conflict in organization.

Short Description : Decision making in uncertain conditions and uncertainty decision makes behavior???. Strategic uncertainty and decision making application. Bargaining and arbitration, collusion and competition, joint cost allocation. Market entry and product differentiation and competitive bidding. Effective negotiation strategy at inter-function, inter-level, trans national and difference in culture or race and gender.

- Reference** : 1. Daellenbach, H.G. (1994), *Systems and Decision Making*, John Wiley & Sons, Chichester.
2. Hillier, F.S., Mark S. Hillier. (2003), *Introduction to Management Science*, McGraw Hill.

32. Management Change and Corporate Strategy

- Objectives** : 1. Understand why change is both a creative and rational process.
2. Understand environment pressures propeling organizations towards change
3. Define an operations and change strategy.
4. Understand reasons for resistance to change.
5. Understand how to develop change management plan

Short Description : 1. Change why (internal and external pressure to change your organization)
2. Change what (quantitative incremental or qualitative fundamental change)
3. Change how (Preparing, diagnostic and management of change)

- Reference** : 1. Ian Palmer, Richard Dunford and Gib Akin. (2006), *Managing Organizational Change*, McGraw Hill.
2. Rosabeth Moss Kanter, Barry A. Stein and Todd D. Jack. (1992), *The Chalenge of Organizational Change*, Free Press.
3. Vic Gilgeous. (1997), *Operations and the Management of Change*, Pitman Pub.
2. Change Management Learning Centre: *Prosci's Change Management Toolkit*.

33. Seminar on New Business Development

Objectives : This seminar is intended to provide students with an opportunity to use their comprehensive knowledge to analyze a real new business development case. Students are expected to gain skills in problem or opportunity identification, creative and analytical thinking, data and case analysis, and in drawing conclusions. This seminar will provide a high level of learning for students through knowledge sharing.

Short Description : This seminar will require students in small groups to work on a new business development case. The case could be from students' work in the Integrative Business Experience (IBE), Community Service, a newly identified case, or a new business idea. The report format could be in the form of a case study or a new business plan.

Reference : Any reference needed.

34. Quality Assurance

Objectives : At the end of this course, students should:

1. Be able to understand theory and practice aspects in quality assurance planning process in organization.
2. Be able to arrange continuous improvement plans in business.
3. Be competent in using statistical analysis techniques in quality management.

Short Description : Quality management standards (ISO Series), Malcolm Balridge National Quality Award (MBNQA), Total Quality management: Zero defect concepts, loss function and process capability, Statistical Process Control, Quality Gurus: Deming, Ishikawa, and Juran. Six Sigma. Lean Six Sigma. New 7 tools for quality improvements. Quality assurance techniques: sampling, random testing, inspection, program testing, and fault tolerance.

Reference : 1. Smith, G.M. (2004), *Statistical Process Control and Quality Improvement*, Prentice Hall, NJ.
2. Breyfogle, F.W. (2003), *Implementing Six Sigma: Smarter Solutions Using Statistical Methods*, Wiley, New York.
3. George, M.L. (2002), *Lean Six Sigma: Combining Six Sigma Qualities with Lean Production Speed*, McGraw-Hill.

35. Modeling in Operations Management

- Objectives** : Enhance students with knowledge and skills:
4. To apply systems thinking to define the real world problems.
 5. To understand the way to characterize, formulate, analyze, and implement models.
 6. To understand connection between mathematical modeling and operations problems.
- Short Description** : System approach, problems identification, system characterizations, types of models (analytics, heuristics, and simulations), model formulation, model analysis, and model validation.
- Reference** : 1. Ragsdale, C.T. (2004), *Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Management Science*, Thomson.
2. Viswanadham, N. (1999), *Analysis of Manufacturing Enterprises*, Springer, New York.
3. Ghiani, G., Laporte, G. And Musmanno, R. (2004), *Introduction to Logistics Systems Planning and Control*, Wiley, New York.

36. Organizational Theory

- Objectives** : This course is designed to provide accurate authoritative information in regard to the subject matter covered, for instance structure of organization, and concept of organization development.
- Short Description** : Study concepts and theories developed by sociologists and other social scientists to describe how various characteristics of organizations.
- Reference** : 1. Shafritz, J.M., Ott, Steven; *Classic of organization theory*.
2. Daft, R.L.; *Organization Theory and Design*.

37. Leadership

- Objectives** :
1. Student will learn new ideas about leadership
 2. Student will learn important leadership skills
 3. Student will discover their hidden potential for leadership.
 4. Student will learn the complicated interaction between leaders and followers.
 5. Student will acquire greater sensitivity to the ethical dimensions of leadership.
- Short Description** : An introduction about Theory of Leadership (trait, behavior, situational, charismatic, transactional-transformational leadership, Focus on Leader (how to develop yourself and other,

Follower motivation, performance), and situation. Reflection on leadership and servant leadership.

- Reference** :
1. Hughes, Ginnett, Curply. (2002), *Leadership*, fourth edition, McGraw Hill.
 2. Gardner, John W. (1990), *On Leadership*, New York: The Free Press.

38. Consumer Behavior

- Objectives** :
- At the end of this course, students should be able to:
1. Distinguish attributes of consumer behaviour
 2. Design marketing stimulant that can trigger expected behaviour of consumers
 3. Apply the concepts of micro marketing, dynamic segmentation and community-based marketing in marketing a product

Short description : Dimensions of consumer behaviour, consumer behaviour and marketing strategy, consumer behaviour and brand selection, micro-marketing, dynamic segmentation and community-based marketing approach to deal with different consumers, managing customer loyalty, include two special topics on business to business behaviour and consumer education

- Reference** :
1. Schiffman, L., D. Bednall, E. Cowley, A. O' Cass, J. Watson and L. Kanuk.(2001), *Consumer Behaviour*, 2nd Edition, Pearson Education.
 2. Peter, P.J. and J.C. Olson.(2005), *Consumer Behaviour & Marketing Strategy*, 7th Edition, Mc Graw-Hill/Irwin.
 3. R.W. Hass.(1992), *Business Marketing Management: an organizational approach*, 5th Edition, PWS-KENT Publishing Company.
 4. Craid-Less, M., S. Joy and B. Browne.(1995), *Consumer Behaviour*, John Wiley & Sons.

39. Marketing Research

- Objectives** :
- At the end of this course, students should be able to:
1. Determine information needs of a marketing decision-making situation
 2. Design a systematic and effective marketing research design
 3. Design a survey
 4. Use SPSS for data analysis

Short description : Marketing research and decision-making, steps in marketing research, problem formulation, marketing research design, measurement and scaling, questionnaire and forms, sampling, data collection, treatment and analysis, using SPSS for data analysis, online-market research and marketing research for small businesses

- Reference** :
1. Cooper, D.R. and P.S. Schindler.(2006), *Marketing*

- Research*, McGraw-Hill.
2. Malhotra, N.K.(2004), *Marketing Research: an applied orientation*, 4th Edition, Prentice Hall.
 3. Burns, A.C. and R.F. Bush.(2005), *Marketing Research: online research applications*, 4th Edition, Prentice Hall

40. Investment Management

- Objectives** : Students will:
1. Understand the main types of investment especially as a professional with investment main focus in general stock, bonds (corporate and government), and derivative stock.
 2. Be able to identify factors which influence financial stock price.
 3. Understand stock analysis and develop investment recommendation.
 4. Be able to develop appropriate portfolio for client.
- Short Description** : Optimum portfolio selection. Relations between risk and profits. Market efficiency. Macroeconomic and industry analysis. Equity appraisal model. Financial report analysis, technique analysis. Portfolio management: active and passive. Behavior evaluation and mutual funds and hedge funds performance. Option market and option valuation.
- Reference** : Bodie, Zvi, Kane, Alex, Marcus, Alan. (2002), *Investments*, 5th edition, Irwin.

41. Managerial Accounting

- Objectives** : The students will be able to:
1. Identify and classify all of cost items occurred in a company or an organization
 2. Calculate and analyze all types of those costs to provide all cost information's needed by management for planning, control, and decision making
- Short Description** : Financial Accounting stresses accounting concepts and procedures that relate to preparing reports for external users of accounting information. In comparison, Managerial Accounting stresses accounting concepts and procedures that are relevant to preparing reports for internal users of accounting information. Virtually all managers need to plan and control their operations and make a variety of decisions. Managerial Accounting provides the information needed for planning, control, and decision making.
- Managerial Accounting includes cost concepts and classifications, costing systems and procedures, cost allocation and ABC system, cost-volume-profit analysis, standard costs and variance analysis.

- Reference** : 1. Gray, Jack & Don Ricketts. (1982), *Cost and Managerial Accounting*, McGraw-Hill Book Co, Singapore.
2. Horngren & Datar & Foster, *Cost Accounting – A Managerial Emphasis*, Prentice-Hall, Inc., Upper Saddle River, New Jersey.
3. Jiambalvo, James. (2001), *Managerial Accounting*, John Willey & Sons, Inc., New York.
4. Matz & Usry & Hammer. (1984), *Cost Accounting – Planning and Control*, South-Western Publishing Co., Cincinnati, Ohio.

42. Foreign Language

- Objectives** : Competency in major foreign languages for business. Students are expected to:
1. Be competent in communicating with business colleagues from overseas.
 2. Understand foreign cultures related to the negotiation process, and the terminology used in business circle.

Short Description: This course provides an opportunity for students to learn one or more languages which dominate global business: English, Mandarin, Japanese, French, and German.

Reference : -

43. Capital Market

- Objectives** : Students are expected to:
1. Understand the basic concept of capital markets.
 2. Be able to analyze recent capital market conditions.
 3. Understand the rules and how to participate in Indonesia's capital markets.
 4. Understand the influence factors in fund flows.

Short Description: While this course gives students the knowledge about capital markets, the emphasis is on shaping the skill of how to participate in capital markets. Basic theories include the introduction of the efficient market hypothesis, capital markets instruments and institutions, economics indicators, and stock exchange mechanism. Students' skills are developed by introducing the basic methods of technical and fundamental analysis of stock markets. On top of that we will intensively make use of stock *real time* data market simulator, in which students can develop their own portfolios subject to real time market data. To During the courses, we will also inviting professionals to give guest lecturing to give student perspective about the insight and strategies what capital market business.

- Reference** : 1. Fabozzi, Frank J., Modigliani, Franco. (1998), *Capital Markets: Institutions and Instruments*.
2. Markman, D. (2001), *Online Investing*.
3. Fontanills, G. (2004), *The Stock Market Course*.

44. Business Risk and Venture Capital

- Objectives** : To develop students' knowledge and understanding in:
1. The meaning of business risks, and type of risks.
 2. Venture capital's micro structure and other related supporting institution.
 3. The principle-agency problems between entrepreneurs and investors.
 4. Due diligence, financial analysis valuation of portfolios.
 5. Valuation and interpretation of capital income.

Short Description : This course will focus on venture capital for a private firm. It begins with an introduction to business risks. Thus the students will be exposed to the concept of different types of risks, i.e. price risks, credit risks, operational risks, etc, especially the "know-how" technique to identify, to measure, to assess, and to mitigate risks. Students will also be introduced with the institutional aspects of venture capital i.e. market structures, rules of the game, and problems that are currently arise. It is followed by the introduction of micro concept in managing venture capital such as due diligence, assets valuation, leverage buy out, venture leasing, initial public offering and others.

- Reference** : 1. Smith, Janet K., Smith, Richard., *Entrepreneurial Finance*, Wiley, 1999 .
2. Lerner, Josh., *Venture Capital and Private Equity: A Casebook*, 2nd Edition, Wiley, 2001.
3. Gompers, Paul A., Lerner, Josh., *The Money of Invention: How Venture Capital Creates New Wealth*, HBS Press, 2001.
4. Harrington, Scott E. & Niehaus, Gregory R.; "*Risk Management and Insurance*", Irwin-McGraw-Hill, 1999.
5. Evans, James R. & Olson, David L.; "*Introduction to Simulation and Risk Analysis*", Prentice Hall, 2002.
6. Olsson Carl; "*Risk Management in emerging markets: how to survive and prosper*", Prentice Hall, 2002.
7. Greene, Mark R. & Trieschmann, James S.; "*Risk and Insurance*", South-Western Publishing Co., 1988.
8. Williams, JR.C.Arthur; Smith Michael L; Young, Peter C.; "*Risk Management and Insurance*", McGraw-Hill International 8th edition, 1998.
9. Van Deventer, Donald R; Imai, Kenji; Mesler, Mark.; "*Advanced Financial Risk Management*", Wiley Finance, 2005

45. Auditing and Control

Objectives : Provides students with a fundamental background about conducting an audit of a company's financial statements and its internal control system. Also introduces the Sarbanes-Oxley Act, the circumstances that determined how this Act came into being, and the effect that it has on the auditing profession.

Short Description : Class discussions will go into detail about the audit procedures involved in the payroll cycle, the payment cycle, the inventory cycle, the capital acquisition cycle, and the cash balance.

Reference : 1. Robertson, J.C. and Louwers, T.J. (2002), *Auditing*, 10th Ed, McGraw-Hill, Inc.
2. Arens, Elder, and Beasley. (2006), *Auditing and Assurance Services*, 11th ed, Pearson.

46. Services Marketing

Objectives :

1. Design marketing plan of services
2. Assess the quality of services
3. Design and implement Customer Relationship Management Program for services

Short Description : Framework for understanding services marketing, consumer behaviour related to services, positioning a service firm in market place, designing customer service processes, pricing services and revenue management, designing communication mix for services, distributing services, managing service personnel, understanding and managing service quality, managing customer loyalty, special topics on marketing of hospitality and financial services in Indonesia.

Reference : 1. Christopher H. Lovelock and Jochen Wirtz.(2004), *Services Marketing*, 5th Edition, Prentice Hall
2. Christopher H. Lovelock, Jochen Wirtz, and Tat Hean Keh. (2002), *Services Marketing in Asia: Managing People, Technology, and Strategy*, Prentice Hall
3. Zeithaml, Valarie A. and Mary Jo Bitner.(2003), *Services Marketing*, 3rd Edition, McGraw H
4. Oliver, Richard L. (1997), *Satisfaction: A Behavioural Perspective on the Consumer*, McGraw-Hill
5. Schneider, B. and D.E. Bowen.(1995), *Winning The Service Game*, Harvard Business School Press

47. Advertising

Objectives : At the end of this course, students should be able to plan, design, execute, and evaluate an advertisement using Integrated Marketing Communication (IMC) concept

Short Description: Advertising and brand equity, advertising and consumer education, Integrated Marketing Communication (IMC) approach, communication process, organizing for advertising, creative execution, advertising media, budgeting, evaluation, with special topics on mobile advertising and community-based advertising

Reference : 1. Wells, W.D., J. Burnett, S. Moriarty.(2006), *Advertising: Principles and Practice*, 7th Ed., Prentice Hall
2. Duncan, T. (2002), *IMC: using advertising and promotion to build brand*, McGraw-Hill
3. Spence, E., B. van Heekeren, M. Boylan.(2005), *Advertising Ethics*, Prentice Hall

48. e-Commerce and Internet Marketing

Objectives :
1. Understand differences between physical and online commerce, and the consequences of changing from a physical to an online system.
2. Construct web-design for online selling
3. Evaluate the feasibility of an e-commerce activity

Short Description: An overview of electronic commerce, technical infrastructure of e-commerce, the concept of virtualness, marketplace vs marketspace, creating an effective web presence, online product strategy, online pricing strategy, online promotion, intermediaries, online selling, online customer relationship management, legal and cultural issues, with special topics on measuring Return on Investment of an e-commerce activity and new concepts in e-commerce, which are m-commerce and u-commerce

Reference : 1. Hanson, W. (1998), *Principles of Internet Marketing*, South Western College Publishing.
2. Judy Strauss and Raymond Frost.(2003). *E-Marketing*. Upper Saddle NJ: Prentice Hall.
3. Frost and Strauss. (2002), *Building Effective Web Sites*. Upper Saddle NJ: Prentice Hall.
4. Lindstrom, M. and T.F. Andersen (2000), *Brand Building on the Internet*, Kogan Page
5. Kim, A.J. (2000), *Community Building: Secret Strategies for Successful Online Communities on the Web*, Peachpit Press

49. Performance Management

Objectives : Enhance students with knowledge and skills:

1. To understand arranging method of performance management systems based on organization culture.
2. To understand the way to guide human resources to achieve optimum performance.
3. To understand connection between performance and appreciation.

Short Description : This course discusses about company performance systems linking strategy to day-to-day operations. Designing performance management systems including Balanced Scorecard and Prism.

Reference : 1. Neely, A. (2002), *Prism*, Cambridge Press, Cambridge.
2. Kaplan, R.S. and Norton, D.P. (1996), *Balanced Scorecard*, Harvard Business Review, MA.

50. Supply Chain Management

Objectives : Enhance students with knowledge and skills:

1. To understand concepts of creating competitive advantage through supply chain management.
2. To understand the way to design, analyze, improve, and manage various types of supply chains.
3. To diagnose supply chain problems and propose most effective solutions including ways to monitor performance progress.

Short Description : Competitive advantage through supply chain management, demand planning, sales and operations planning, master scheduling, inventory management, network optimization, procurement, supply chain collaboration, supply chain design, and information technology for supply chain management.

Reference : 1. Fredendall, L.D. and Hill, E. (2001), *Basics of Supply Chain Management*, Lucie Press, Boca Raton, FL.
2. Walker, W.T. (2004), *Supply Chain Architecture*, CCR Press, FL.
3. Suri, R. (1998), *Quick Response Manufacturing: A Companywide Approach to Reducing Lead Times*, Productivity Press.

51. Project Management

- Objectives** : Enhance students with knowledge and skills:
1. To identify and define the importance of project management in various business activities such as physical construction, R&D, new product development, improvements, and human resources.
 2. To understand the way to develop work breakdown structure, critical path, activity on node, activity on arrow, forward and backward passes, and variability in activity times.
 3. To understand the role of the project manager, program evaluation and review technique (PERT), critical path method (CPM), crossing a project, and the use of MS Project.

Short Description: This course consists of the importance of project management, project scheduling, project controlling, project management techniques (PERT and CPM), the project schedule, and project crossing.

- Reference** : 1. Lewis, J.P. (2001), *Project Planning, Scheduling and Control*, McGraw-Hill, NY.
2. Gido, J. and James, C.P. (1999), *Successful Project Management*, Thompson Publishing.
3. *A Guide to the Project Management Body of Knowledge*, Project Management Institute Inc., 2000.

52. Compensation Management

- Objectives** : This course will provide students with the skills and understanding equivalent to what is required for employment as an entry level compensation specialist. Moreover, it should also provide an understanding of compensation decision-making, which will be valuable for a staff member working in human resource management or in general management, as well as for decision-makers at a more strategic level.

Short Description: Strategic use of compensation systems for attracting, motivating, and retaining employees. Managerial aspects of paying employees at all organizational levels.

- Reference** : 1. Milkovich, George T., Newman, Jerry M., *Compensation*, 7th Edition, McGraw-Hill, Irwin, Boston.
2. Milkovich, George T., Milkovich, Carolyn, *Cases in Compensation*, 8th Edition.

53. Acquisition and Human Resources Management

- Objectives** :
1. Have self awareness of “why we learn cross and inter-cultural management” and “why we have to learn merger/ acquisition in HR area”
 2. Understand cultural differences in other countries (inter and cross-cultural)
 3. Be able to interact with people from cultures other than our own.
 4. Enhance ability to manage cross-cultural situations
 5. Have ability to manage human resource development area

Short Description: Concept about Corporate Cultural Issues in Mergers / acquisitions, Inter-Cultural Issues, Global Management, Implementing Strategy, Structure and System in Cross-Cultural, Merging the Tribes, and International Negotiator Profiles.

- Reference** :
1. Gancel, C., Rodgers, I., Raynauld, M. (2002). Successful Mergers, Acquisition and Strategic Alliances: How to Bridge Corporate Culture. McGraw-Hill International (UK).
 2. Gesteland, Richard. (2002). Cross-Cultural Business Behavior (Marketing, Negotiating and Managing Across Cultures). Copenhagen Business School Pr.
 3. Lane, DiStefano and Maznevski. (2000). International Management Behavior: Text, Readings and Cases (Fourth Edition). ISBN: 0-631-21831-9. PUBLISHER: OXFORD: BLACKWEL