

1. MM7000 – Financial Management

- Objectives** :
1. to give understanding and perspective on financial management function in the company and in its relation to domestic and international economy.
 2. To give illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management.
 3. To develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development.
 4. To develop planning skill and monitoring skill in financial management functions effectively, so the students be able to apply the appropriate management strategy to face the company challenges.

Short Description : Preface, Company Financial Report Analysis, Company Financial Environment, Fundamental Concept in Financial Management in term of risk and revenue, Portfolio Theory and Money Value over Time, Strategic Investment Decision, Capital Budgeting Process and Technique, Security and Company Evaluation, Strategic Marketing Decision, Capital Structure and Capital Cost, Tactical Financing Decision through IPO, Lease Financing and Hybrid Financing, Working Capital Management, Derivatives and Risk Management, Company's Success and Failure.

- References** :
1. Arthur J. Keown, John D. Martin, J. William Petty & David F. Scott, Jr. (2005), *Financial Management; Principles and Applications*, Tenth Edition, Pearson Prentice Hall.(KMPS)
 2. Robert F Bruner (2003), *Case Studies in Finance; Managing for Corporate Value Creation*, Fourth Edition, McGraw - Hill Irwin, Boston.(CSIF)
 3. Stephen A. Ross, Randolph W. Westerfield & Jeffrey Jaffe (2005), *Corporate Finance*, Seventh Edition, McGraw-Hill, Boston.(RWJ).
 4. Zvi Bodie, Alex Kane & Alan J. Marcus, (2005), *Investments*, Sixth Edition, McGraw-Hill.(BKM)

2. MM60E4 – Knowledge Creation and Information Technology

- Objectives** : After completing this course, the students should be able to:
1. Understand the importance of learning organization in the knowledge/information era.
 2. Understand the scope in Knowledge Creation and Information Technology's role problems in learning organization.
 3. Understand the effects of dominant factors in knowledge creation or the learning organization establishment process.
 4. Act as a good leader or has capability to make correct decision in order to create a fertile habitat to construct learning organization or in organization knowledge creation process.

Short Description :

1. Change paradigm and knowledge in information era.
2. Concept and essence of Learning Individual – evoke Capital Psychology potential
3. Concept and essence of knowledge and human as human capital organization.
4. Essence of Knowledge Creation in Learning Organization,
5. The essence of leadership, Learning Culture, and Information Technology and System in developing learning organization

- References** :
1. Hackett, Brian, *“Beyond Knowledge Management: New Ways to Work and Learn”*, The Conference Board Inc Survey Report
 2. Harvard Business Review (1998) *On Knowledge Management*, Harvard Business School Press, Cambridge, Mass.
 3. Sarkar, Reena J., & Bandyopadhyay, S, (2001) *“Developing an Intranet-based Knowledge Management Framework in a Consulting Firm: A Conceptual Model and its Implementation”*, PricewaterhouseCoopers.
 4. Sveiby, Karl-Erik, (2001) *“A Knowledge-based Theory of the Firm to Guide Strategy Formulation”*, Article for Journal of Intellectual Capital vol 2, Nr4.

3. MM7004 – People Management & Organizational Behavior

Objectives

- :
1. The students are able to understand on how human behave in work situation, and how the company increase employees' productivity effectively through employee's behavior training.
 2. The students are able to understand on how to manage human resource in the company so the company's goal can be achieved effectively. How the planning was done, how to obtain human resource through recruitment and how to develop the human resources to increase their productivity.
 3. The students are able to apply the behavior and people management concept.
 4. The students are able to understand and master in developing the concepts learned so they may improve the decision making in people management

Short Description : Organizational behavior is a study on how human interacts with other individuals in working situation, and how a group and organization structure affects individual behavior in an organization

In current business environment, a manager needs to has attention on people management; what type of effective human resource management is needed to achieve sustainable competitive advantage. There are two goals in this lecture, first is to develop a clear understanding on People Management. Second, to develop background skills in people management.

References

- : Coleman, Andiel, Bantam (2000), *Working with Emotional Intelligence*.
- Noe, R.A., Hollenbeck, J. R., Gerhart, B. and Wright, P.M. (2004) *Human Resource Management: Gaining Competitive Advantage 4th Ed.*, McGraw Hill Irwin.
- Punnet, Jane Betty (2004), *International Perspective on Organizational Behavior and Human Resource Management*, armonk, NY:M.E. Sharpe.
- Schermerhorn, Hunt, and Osborn (2003), *Organizational Behavior* (8th ed.), John Wiley and Sons, Inc.

4. MM70P1 – Project Management

- Objectives** : After completing this course, students should be able to:
- a. Understand concept of business project for domestic and international environment.
 - b. Make a decision through implementing scientific tools to guarantee project efficient, under control and cost conscious.
 - c. Understand and develop a learning concept to improve managerial decision making on certain project.
 - d. Posses extra insight about building, executing and terminating of a project.
 - e. Manage a project on medium or top managerial level to achieve designated target.
- Short Description** : 1. Project Magement Concept
2. Project Planning
3. Project Implementation
4. Human Aspect in a Project
5. Project Termination
- References** : 1. Cleland, David I. and Ireland, Lewis R. (2002), *Project Management: Strategic Design and Implementation*, 4th Ed., McGraw-Hill, London..
2. Meredith, Jack R. and Mantel, Samuel J. Jr. (2003), *Project Management: A Managerial Approach*, Wiley, Hoboken, New York

5. MM60E7 – Risk Management

- Objectives** : in the end of course, it is targeted that:
1. Students know risk management basic concepts consist of both risks that are affected by company's external and internal factors.
 2. The students are able to implement or make a decision by using concept (know how) of risk identifying, to measure or assesment of risk, and to do risk mitigation, whether originated from company's action or third party's, in term of insurance, hedging, or other aspects.
 3. The students are able to understand and develop the previously learned concept (know why) so they are able to improve the managerial decision making quality about risk management and using derivatives to minimize risk, or using business diversification or portfolio.

Short Description : The topics that will be discussed in this Risk Management lecture:

- a. *Preface (overview of Risk Management)*
- b. *The difference of the meaning of risk, business risk and risk type (price risk, credit risk, pure operational risk)*
- c. *Risk Management Process (identification, measurement, risk handling and monitoring)*
- d. *Risk Analyses and its application in a company (in operation Management, Finance, and Marketing)*
- e. *Handling Method and decision making in risky situation*
- f. *Risk reduction through diversification, insurance, and hedging*
- g. *Company's Risk Management Principles*
- h. *Risk Management Case Study:*
 - *Risk Quantifying*
 - *Financial Risk Management can increase value to shareholders*
 - *Organization behavior and leadership*
 - *Corporate strategy and operation and organization risk management strategy*
 - *Business process*
 - *Hedging Strategy through Short sale and option*
 - *Entrepreneurship and Marking process risk*
 - *Social Enterprise and Ethics*
 - *Operation Management*
 - *Competitive Strategy in crises*
 - *Multinational company controlling foreign exchange value*
 - *Marketing Risk*
 - *Integrated Risk Management*

References

1. Evans, James R. & Olson, David L. (2002); *“Introduction to Simulation and Risk Analysis”*, Prentice Hall.
2. Greene, Mark R. & Trieschmann, James S. (1988); *“Risk and Insurance”*, South-Western Publishing Co.
3. Harrington, Scott E. & Niehaus, Gregory R. (1999); *“Risk Management and Insurance”*, Irwin-McGraw-Hill.
4. Olsson Carl (2002); *“Risk Management in emerging markets: how to survive and prosper”*, Prentice Hall.
5. Van Deventer, Donald R; Imai, Kenji; Mesler, Mark. (2005); *“Advanced Financial Risk Management”*, Wiley Finance.
6. Williams, JR. C. Arthur; Smith Michael L; Young, Peter C. (1998); *“Risk Management and Insurance”*, McGraw-Hill International 8th edition.

6. MM-6002: Financial and Management Accounting

- Objectives** :
1. to introduce students with an overview of the financial reporting systems.
 2. To create awareness among students of the need to understand financial accounting.
 3. To familiarize students with the roles of accounting in making business decisions.
 4. To expose students with financial reporting for different kinds of organization.
 5. To develop the ability to select relevant information needed for a particular situation.
 6. To enhance the ability to interact with financial staff to support his/her role in planning and control functions.

Short description : Accounting is the language of business. Therefore, understanding the basics of accounting is an important requirement to be a good manager. Only by having a good grasp of what accounting is about can management maintain their communication network effectively with the stakeholders.

- References** :
1. Anthony, R.N. & D.F. Hawkins & K.A. Merchant, 1999, *Accounting: Text and Cases*, 10th edition, McGraw-Hill Book Co, Singapore
 2. Gray, Jack & Don Ricketts, 1982, *Cost and Managerial Accounting*, McGraw-Hill Book Co, Singapore
 3. Horngren, Datar, and Foster, 2003, *Cost Accounting - A Managerial Emphasis*, 11th edition, Prentice-Hall, Inc., Upper Saddle River, New Jersey
 4. Jambalvo, James, 2001, *Managerial Accounting*, John Wiley & Sons, Inc., New York
 5. Matz, A. & M.F. Usry & L.H. Hammer, 1984, *Cost Accounting: Planning and Control*, 8th edition, South-Western Publishing Co., Cincinnati, Ohio
 6. Smith, J.L. & R.M. Keith & W.L. Stephens, 1986, *Accounting Principles*, 2nd edition, McGraw-Hill Book, Inc., New York

7. MM7005 – Corporate and Business Strategy

- Objectives** : After completing this course, the students are expected to:
1. Be able to analyze and diagnose business environment changes and company or business organization strategic advantages.
 2. Be able to formulate business and corporate strategy and company's functional strategi in competition.
 3. Understand and be able to implement strategies relate to resources allocation, organization and planning system, as well as functiononal policy and leadership process in a company.
 4. Understand and be able to evaluate a strategy focusing on evaluation and company's strategic control.
 5. Understand the strategic issues relate to technology management, innovation, small business and non-profit organization.
- Short Description** :
1. Basic Concepts of Strategic Management
 2. Corporate Governance and Social Responsibility
 3. Environmental Scanning and Industry Analysis
 4. Internal Scanning: Organizational Analysis
 5. Strategy Formulation: Situation Analysis amd Business Strategy
 6. Strategy Formulation: Corporate Strategy
 7. Strategy Formulation: Functional Strategy and Strategic Choice
 8. Strategy Implementation: Organizing for Action
 9. Strategy Implementation: Staffing and Directing
 10. Evaluation and Control
 11. Strategic Issues in Managing Technology and Innovation
 12. Strategic Issues in Entrepreneurial Ventures and Small Businesses
 13. Strategic Issues in Not-For-Profit Organizations
- References** :
1. Kaplan, Robert S. & Norton, David P. (2001), *The Strategy-Focused Organization*, Harvard Business School Press.
 2. Kaplan, Robert S. & Norton, David P. (2004), *Strategy Map*, Harvard Business School Press.
 3. Wheelen TL & Hunger JD (2004), *Strategic Management and Business Policy*, 9th ed., Pearson Prentice Hall, New Jersey.

8. MM 60M2 – Strategic Marketing

- Objectives** : After completing this course students should be:
1. Understand relationship between corporate, business and marketing strategy
 2. Be able to carry out systematic market research
 3. Be able formulate market entry strategy, product strategy, pricing strategy, promotion strategy, and distribution strategy
 4. Be able combine those strategies into a marketing plan
 5. Be able define a set of criteria to control the plan

Short Description : Marketing plays important role in a dynamic business environment. It helps companies to identify market opportunities and customer value, create new product, determine optimum price, and select suitable distribution channels. In order to formulate a sound and feasible marketing plan, managers need to execute a thorough analysis of market, product, and customers in a framework of corporate and business strategy. This course is designed to deliver knowledge needed to analysis and build strategic marketing sense for managers.

- References** :
1. Cravens, D.W., (2000), *Strategic Marketing*, Sixth Edition, McGraw-Hil
 2. Harvard Business School, *Market Analysis*
 3. Harvard Business School, *Basic Quantitative Analysis for Marketing*
 4. Kotler, P., (2003), *Marketing Management*, Eleventh Edition, Prentice Hall
 5. O'Guin, T.C., C.T. Allen, and R.J Semenik, (2003), *Advertising and Integrated Brand Promotion*, Third Edition, Thomson
 6. Walker, Jr., O.C.W., H.W. Boyd, Jr., J. Mullins, and J.C. Larreche, (2003), *Marketing Strategy: a decision-focused approach*, Fourth Edition, McGraw-Hill – Irwin

9. MM60M6 – Business and Competitive Intelligence

- Objectives** : After completing this course, students should:
1. Understand (know what) competitive intelligence concept and know required process to build it
 2. Be able to use Competitive Intelligence in a highly competitive business environment, for example to develop a Competitive Intelligence organization in the company.
 3. Be able to understand and be able to develop previously learned concept (know why) to improve managerial decision making process relates to Business Intelligence.

- Short Description** :
1. Competitive Intelligence Concept
 2. Basic Techniques and Approach
 3. Information Sources
 4. Information Analyses Technique
 5. Competitive Intelligence System Development
 6. Espionage & Counterintelligence
 7. Ethical and Legal Aspect

References:

- Fuld, Leonard M (1995). The New Competitor Intelligence, John Wiley and Sons.
- Pollard, Andrew (1999), “Competitor Intelligence: Strategy, Tools and Techniques for Competitive Advantages”

10. MM60M3 – Consumer Behavior

- Objectives** : General aims of this subject is to equip students with:
- A well understanding relates to consumer behaviour concept particularly in consumer marketing and B2B (Business to Business), and link it to marketing strategy a company should adopt
 - Understanding of major models in consumer behaviour and be able to determine their relevance to particular marketing situations
 - Knowledge in examining latest marketing trends and skill in developing aspects relate to significant changes in consumer behaviour and understand their implications to marketing strategy and programs
 - Skill and knowledge in a real business competition addressing consumer behaviour issues by conducting a real business/marketing game (Cellular electronic voucher marketing)
 - Abilities in applying consumer behaviour concepts in positioning, branding, marketing communication and advertising strategies.
 - Knowledge in examining the influence of culture differences on consumer behaviour and marketing strategy

- Short Description** : This subject is comprised of 7 modules:
1. Consumer Behaviour & Marketing Strategy
 2. Dynamic Segmentation & Consumer Behaviour
 3. A model of consumer behaviour
 4. Factors affecting Consumer Behaviour in a micro marketing perspective
 5. The Buyer Decision Process and Types of Buying Decision Behaviour
 6. Positioning and Marketing Communication Conducted By Taking Into Account Consumer Behaviour
 7. Business to Business Behaviour

References:

1. Prescribed Text

- a. Craid-Less, M. Joy, S., & Browne, B., (1995), *Consumer Behaviour*, John Wiley & Sons, Singapore
- b. Kotler, P., Brown, L., Adam, S and Amstron G., (2004), *Marketing, 6th edition*, Pearson Education Australia, New South Wales
- c. Schiffman, L., Bednall, D., Cowley, E., O' Cass A., Watson, J And Kanuk, L, (2001), *Consumer Behaviour*, 2nd Edition, Pearson Education Australia, NSW

2. Recommended References

- a. Hass, Robert W. (1992), *Business Marketing Management : An Organizational Approach*, 5th Edition, PWS-KENT Publishing Company, Boston
- b. Hofstede G. (1991), *CULTURES AND ORGANISATIONS : Intercultural Cooperation and Its Importance for Survival – Software of the mind*, McGraw-Hill International, London
- c. Keegan, Wareen J., & Mark C. Green (1997), *Principles Of Global Marketing*, Prentice Hall, New Jersey
- d. Peter, P. J., and Olson, J.C. (2005), *Consumer Behaviour & Marketing Strategy*, 7TH Edition, McGraw-Hill/Irwin, New York
- e. Ries, A., Trout, J. and Temporal, P., (2003), *The 22 Immutable Laws of Marketing in Asia*, John Wiley & Son, Singapore
- f. Schiffman, L., Bednall, D., Cowley, E., O' Cass A., Watson, J And Kanuk, L, (2001), *Consumer Behaviour*, 2nd Edition, Pearson Education Australia, NSW

11. MM7006 –Social Responsibilities and Business Ethics

- Objectives** : Equip students with knowledge in:
1. Describing in detail, cultural differences and similarities, religion, and gender in a domestic and global market that affect on managerial practise and business operation.
 2. Identifying the main strategy and challenges in local and global market as an effect of ethical values differences and principles that cling to cultural groups, religion, and gender.
 3. Developing strategic opportunity for the company in doing its business activities in local and global market in the existence of cultural differences, religion, and/or gender.
 4. Describing in detail the importance of social equity and corporate social responsibility initiatives in an organization and business operational activities.
 5. Understanding and respecting the values and principles that cling to the culture, religion, and/or gender that is not a personal belonging of the students.
- Short Description** : 1. Basic Philosophy on Business Ethics
2. Good Governance and Finance Accountability
3. Ethics and Marketing
4. Corporate Culture
5. Human and Social Capital
6. Intellectual Property Rights
7. Gender and Sexual Harrasment
8. Corporate Social Responsibility
9. Community development
- References** : 1. Harvard Business Review on *Corporate Social Responsibility*
2. Joseph W. Weiss, (2003). *Business Ethics: A Stake Holder and Issues Management Approach*. Thomson-South Western, Canada
3. Laura P. Hartman, (2005). *Perspective in Business Ethics* (third edition). Mc. Graw Hill International Edition. Mc Graw Hill, Singapore
4. Arif Budimanta, et all, (2005). *Coporate Social Responsibility: Jawaban Bagi Model Pembangunan Indonesia Masa Kini*. Penerbit ICSD, Jakarta
5. Bambang Rudito and Arif Bduimanta, (2003). *Metode and Teknik Pengelolaan Community Development*. Penerbit ICSD, Jakarta.

6. Paul Colier, (1998). *Social Capital and Poverty*. *Social Capital Initiative Working paper No. 4*. World Bank.
7. Francis Fukuyama, (1995). *Trust: The Social Virtues and the Creation of Prosperity*. Hamish Hamilton, London.
8. Peter Schwartz and Blair Gibb, (1999). *When Good Companies Do Bad Things: Responsibility and Risk in an Age of Globalization*. Jhon Wiley & Sons, Inc. New York
9. Jhon Connel and Richard Howitt (ed), (1991). *Mining and Indiginous Peoples in Australasia*. Sydney University Press, Australia.
10. Charles Hampden-Turner, *Corporate Culture: From Vicious to Virtuous Circle* (buku mas bambang tolong check lagi)
11. Reading Material on Intellectual Property Rights
 - *The Protection of Intellectual Property in the United States* (HBS 9-897-046)
 - *Needed A New System of Intellectual Property Rights* (HBR 97510)
 - *Note on International Licensing* (Ivey 9A96G008)
12. Reading Material on Gender Issues:
 - *Note of the Law of Sexual Harassment* (HBS 9-398-024)
 - *Sexual Harassment, Free Speech Or...?* (HBS 9-393-033)
 - *The Case of the Mismanaged Ms.* (HBR 87614)

12. MM60E3 –Technology Management & New Product Development

Objectives : The students who complete from this course are hopefully able to understand and manage technology as corporate resource, which includes ability to plan the technology required; develop new product & technology required; manage technology strategy; manage technology transfer process, manage innovation process and technology R&D; and evaluate technology performance and impact, both for corporate business value and industry

Short Description : To manage the technology (start from research & development phase to procurement & implementation phase in the company), to align it with corporate business strategy, maximize added value and support new product development

References : 1. Bulgerman, Maidique and Wheelwright. (2001). *Strategic Management of Technology and Innovation*. McGraw Hill. BMW.
2. Harvard Business Case. HBC.
3. Lehmann/Winer. (2002). *Product Management 3/e*. McGraw Hill. LW.
4. Tjakraatmadja Jann Hidajat (1997), *Manajemen Teknologi*, Studio Manajemen – TI ITB. TJH.
5. Tarek Khalil (2000). *Management of Technology: The Key to Competitiveness and Wealth Creation*. McGraw Hill. TK.

13. MM60E2 - Innovation Management and Entrepreneurship

Objectives : Students, who complete this course, hopefully will be able to have clear picture relate to entrepreneurs and their characteristics. The students are also able to get the lessons from the real entrepreneurs, either from direct discussions, from videos or from books. In the end of the course, students will be able to understand foundation for developing business plan and their major components

Short Description : In this course, students will mostly have depth discussion on people aspects of business activity with the entrepreneurs that are invited to the school. The discussion includes entrepreneurs characteristics, leadership, trust, ethics and social responsibility and creativity. This course emphasis on foundation of business plan development for entrepreneurs.

References : H & P: Hisrich & Peters: Entrepreneurship, 5c, McGraw-Hill

14. MM60M5 – Market Research

Objectives : The objective of this course is two folds: provide students with theoretical framework in selecting suitable market research methods and to give them practical experience of applying marketing research methods. The theoretical part is delivered through lecturing and business case analysis in class, while the practical one is conducted by inviting guest lecturers and involving students in real business case(s).

Short Description : The following topics will be discussed in this course includes:

- Steps in marketing research
- Defining marketing research problem
- Developing approach(es) to solve the problem
- Research design
- Measurement and scaling
- Designing questionnaire
- Sampling
- Data collection and analysis
- Reporting

References : 1. Burns, A.C. and R.F. Bush (2005), *Marketing Research: online research applications*, 4th Edition, Prentice Hall
2. Malhotra, N.K. and M. Peterson (2000), *Basic Marketing Research*, Edition, Prentice Hall
3. Malhotra, N.K. (2004), *Marketing Research: an applied orientation*, 4th Edition, Prentice Hall
4. Rhey, W.L. and F.M. Gryna (2001), Market Research for Quality in Small Business, *Quality Progress*, vol. 34, no. 1, pp. 31-38

15. MM70P5 – Performance Management and Benchmarking

Objectives : The subject's objective is to help managers understand the concepts, frameworks, and techniques that can be used to diagnosis an existing company competitiveness environment, identify its challenges and opportunities, and formulate a contextual performance management system in a dynamic, distinctive operating improvements that directly affect the firms performance advantage in the marketplace. These framework, concepts and techniques can be applied not only in manufacturing but also in service operations. That is why the cases will be discussed is vary on type of companies includes manufacturing, education, non profit organisation and others.

Short Description : Course topics will be studied and explored in 30 course sessions, consist of topics listed below.

1. Managing company in the 21st century
2. Comparison among performance management frameworks
3. Integrated Performance Management Framework
4. Company environmental scanning
5. Company vision, mission statement
6. Performance Management Variables: Company Result, Internal Business Process, Resource Availability
7. Others Performance Management Framework (The Balanced Scorecard, Prism, and Malcolm Baldrige National Quality Award)
8. Benchmarking
9. Expert System in Performance Management Systems

References : 1. Wibisono, D (2006) *Manajemen Kinerja: Konsep, Desain & Teknik Meningkatkan Daya Saing Perusahaan*, Penerbit, Erlangga

2. Neely, A., Adams, C. and Kennerley, M. (2002), *Performance Prism: The Scorecard for Measuring and Managing Stakeholder Relationships*, Financial Times Prentice Hall, Cambridge.

3. Kaplan, R.S. Norton, D.P. and Lowes, A. (1996), *Balanced Scorecard: Translating Strategy into Action*, Harvard Business School Press, MA.

4. Meyer, M.W. (2003), *Rethinking Performance Measurement: Beyond the Balanced Scorecard*, Cambridge University Press, and Cambridge.

16. MM6015 - Technology and Operations Management

- Objectives** :
- After completing this course, the students should be able to:
 - Gain an appreciation of the strategic importance of formulating and implementing an operations management strategy.
 - Gain a thorough understanding of creating competitive advantage by productivity improvement.
 - Develop a skill set for identifying and solving problems of designing, planning, and managing operations.

Short Description: The operations management course examines issues from product design, capacity planning, process flow and layout to inventory and quality control. This course covers a broad introduction to the field of operations management. The content includes operations strategy for competitive advantage, forecasting, new product and service development, design of goods and services, quality management, quality control tools for improving processes, process measurement and analysis, facility decisions: location and capacity, layout strategy, human resources issues, work performance measurement, supply chain management, inventory management, aggregate planning, material requirements planning, scheduling, project management, and just-in-time systems.

- References** :
1. Chase, R.B., Jacobs, F.R. and Aquilano, N.J. (2006), *Operations Management for Competitive Advantage*, 11th Ed., McGraw-Hill, Boston.(CJA)
 2. Cox, J.F., Blackstone, J.J. and Schleier, J.G. (2003), *Managing Operations: A Focus on Excellence*, North River Press, NY. (CBS)

17. MM60P2 – Operations Strategy

Objectives : Students being given knowledge:
to understand theory and practice of operations strategy.
to formulate operations strategy and its course of action.
to be competent in analyzing the effectiveness of operations strategy.

Short Description: Operations is increasingly seen as the area where the dynamic requirements of the marketplace and the developing capabilities of the organization's resources must be reconciled. Building on concepts from strategic management, operations management, marketing and human resources, this course takes the students towards a rich and potent understanding of operations strategy. The course covers such topical issues as supply networks, capability development, learning and risk. It also includes many international boxed examples from a wide range of industries.

References :

1. Slack, N. and Lewis, M. (2001), *Operations Strategy*, Prentice Hall, NY.
2. Hayes, R.H. (2004), *Pursuing the Competitive Edge: Operations, Strategy, and Technology*, Wiley, NY.
3. Lawson, R.H. (2004), *Strategic Operations Management: The New Competitive Edge*, Routledge, London.

18. MM70P1 – Project Management

- Objectives** : Enhance students with knowledge and skills:
- To define the importance of project management in various business activities such as physical construction, R&D, new product development, quality improvements, and human resources.
 - To understand the way to develop work breakdown structure, project scheduling, monitoring, and control, and project evaluation.
 - To understand the role of the project manager to improve quality, cost effectiveness, and completion time.

Short Description:

This course covers project management concept, project planning, project scheduling, project controlling, project management techniques (PERT and CPM), project cost estimate, tender procedure, and project leadership.

References :

1. Meredith, J.R. and Mantel, S.J. (2003), *Project Management: A Managerial Approach*, Wiley, Hoboken, New York.
2. Newbold, R.C. (1998), *Project Management in the Fast Lane*, Lucie Press, NY.

19. MM60P4 – Supply Chain Management

- Objectives** : Enhance students with knowledge and skills:
- To understand concepts of creating competitive advantage through supply chain management.
 - To understand the way to design, analyze, improve, and manage various types of supply chains.
 - To diagnose supply chain problems and propose most effective solutions including ways to monitor performance progress.

Short Description:

The course includes supply chain management and competitiveness, logistics network configuration, demand planning, inventory management and risk pooling, the value of information, supply chain integration, supply chain mapping, supply chain systems analysis, strategic alliances, procurement and outsourcing strategies, international issues in SCM, coordinated product and supply chain design, customer value and SCM, and information technology for SCM.

References :

1. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E. (2003), *Designing and Managing the Supply Chain*, Mc-Graw Hill, NY.
2. Chopra, S. and Meindl, P. (2004), *Supply Chain Management*, 2nd Ed., Prentice Hall, NY.

20. MM60P8 – Enterprise Resource Planning

- Objectives** : Enhance students with knowledge and skills:
- To understand concepts of creating competitive advantage through the implementation of ERP.
 - To understand the way to design, analyze, select, and manage various processes of ERP software.
 - To capitalize ERP in finding and solving problems in order to improve operational performance.

Short Description:

The primary purpose of this course will be to lay out the scope of ERP (Enterprise Resource Planning) Systems implementation, explain the competitive advantages of using ERP Systems and support general concepts with short case studies. This course covers the fundamental issues important in ERP implementation and management, starting from an information systems/information technology project management perspective. The course is accompanied with laboratory work using software product of IFS, in order to allow students to understand the process of ERP.

References :

1. Olson, D.L. (2003), *Managerial Issues of Enterprise Resource Planning Systems*, Mc-Graw Hill, NY.
2. Davenport, T.H. (2000), *Mission Critical: Realizing the Promise of Enterprise Systems*, Harvard Business School Press, Boston.

21. MM6004 – Decision Making

Objectives: The students will be able to structuring management problems, generating alternatives, and selection of the optimal solution.

Short Description: Identify problems, generate alternatives, and structuring complex problems

References:

1. Keeney: Keeney, Ralph L. (1998). Value-Focused Thinking (VFT), Harvard University Press.
2. PIDD : Pidd, M. Tools for Thinking.
3. Gause : Gause, D.C, G.M. Weinberg (1990). Are Your Lights On? Dorset House Publishing.
4. Hans: Daellenbach, H. (1994). Systems and Decision Making. John Wiley & Sons Ltd.
5. Saaty: Saaty, T.L. (1988). Decision Making: The Analytic Hierarchy Process. British Library Cataloguing In Publication Data.
6. Flood: Flood, R.L, M.C. Jackson (1991). Creative Problem Solving: Total Systems Intervention